

Integrated Impact Assessment – Summary Report

Each of the numbered sections below must be completed
Please state if the IIA is interim or final

1. Title of proposal

Review of Performance Management Policy

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

- The policy will be updated to ensure it aligns with the aims and ethos of the organisation and updated People Strategy
- The language will be reviewed so it is supportive, inclusive, takes a trauma informed approach (where possible) and is clear to understand.
- The capability process, including appeals, will be clarified and strengthened
- The mention of 'values' will be removed and will be changed to Behaviours in line with the Council Behaviours of Respect, Integrity and Flexibility
- Additional/clearer supporting documents to support implementation of the policy
- Clearer focus on setting expectations with colleagues at beginning and reviewing on an ongoing basis

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

This policy is used to support Council employees only, and therefore there has been no public involvement in the proposal. External benchmarking has been undertaken, and colleagues and trade unions have been engaged in feedback session.

4. Is the proposal considered strategic under the Fairer Scotland Duty?

No

5. Date of IIA

1st April 2025

6. Who was present at the IIA? Identify facilitator, lead officer, report writer and any employee representative present and main stakeholder (e.g. Council, NHS)

Name	Job Title	Date of IIA training
Kate Morton (Facilitator)	Senior HR Consultant	03/10/2024
Olivia Reed	HR Consultant	24/10/2023
Erin Smith	Senior HR Consultant	18/04/2024
Don Naismith	Senior HR Consultant	
Stefanie Thomson	Senior Solicitor	06/09/2023
Andrew Burgess	Senior HR Consultant	15/11/2018
Kirsten Hannah	Lead HR Consultant	
Richard Thrall	Governance Officer	07/11/2019

7. Evidence available at the time of the IIA

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on populations in need – where available use disaggregated data	Colleague data from the Equality, Diversity and Inclusion dashboard	The City of Edinburgh Workforce (including teachers) = 19,776
		Gender distribution of workforce: 71% Female (14,043) 29% Male (5,733)
		Ethnicity distribution of workforce: White: 76% (15,031) Minority Ethnic: 6% (1,186) Prefer not to say: 3% (593) No information: 15% (2,965)
		Age distribution of workforce: 16-21 years: 1% (198) 22-30 years 12% (2,373) 31-40 years 23% (4,548) 41-50 years 26% (5,142) 51-60 years 25% (4,944) 61-64 years 9% (1,780) 65+ years 4% (791)
		Disability distribution of workforce: Disabled, 3% (593) Not disabled, 76% (15,032) Prefer not to say, 5% (989) No information, 16% (3,162)
		Sexual orientation of workforce: LGBQ+, 3% (593) Heterosexual/straight, 33% (6,526) Prefer not to say, 3% (593) No information, 62% (12,064)
		Disability Insight Disability – Council: Disabled 3% Not disabled 76% Prefer not to say 5% No information 16% Nature of disability: Limited a little 52% Limited a lot 48% Blindness or partial sight loss (12) Deafness or partial hearing loss (23) Developmental disorder (5) Learning difficulty (13) Learning Disability (15) Long term illness or disease or condition not listed (92) Mental health condition (54) Other condition (31) Physical disability (41)

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal			
		More than 1 health problem or disability (75) Prefer not to say (18) No information (256)			
Data on service uptake/access	Looking Back/Looking forward conversation completion rates from Business Hub	Looking Back/Looking forward conversation completion rates 2023-2024			
			Employees	Completed	Due
		Children, Education and Justice Services	7344	2260	5084
		Edinburgh Health and Social Care Partnership	2734	948	1784
		Place	6840	1450	5390
		Corporate Services	1801	1258	543
		Total	18717	5916	12801
		Looking Back/Looking forward conversation completion rates 2022-2023			
			Employees	Completed	Due
		Children, Education and Justice Services	8231	2279	5952
Edinburgh Health and Social Care Partnership	2609	915	1694		
Place	6417	1323	5095		
Corporate Services	2073	1488	585		
Total	19330	6005	13325		
Looking Back/Looking forward conversation completion rates 2021-2022					
	Employees	Completed	Due		
Children, Education and Justice Services	7968	2336	5632		
Edinburgh Health and	2896	978	1918		

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal																																		
	<div>Exit Conversation Data 01 April – 30 September 2024</div> <div>Performance Improvement Process Recorded - January 2022 – December 2024</div>	<table><tr><td>Social Care Partnership</td><td></td><td></td><td></td></tr><tr><td>Place</td><td>5286</td><td>1108</td><td>4178</td></tr><tr><td>Corporate Services</td><td>1946</td><td>1263</td><td>683</td></tr><tr><td>Total</td><td>18096</td><td>5685</td><td>12411</td></tr></table> <div>Top 5 reasons influencing decision to leave</div> <table><tr><td></td><td>Lot of influence</td><td>Some influence</td></tr><tr><td>Job Satisfaction</td><td>16%</td><td>35%</td></tr><tr><td>Lack of Development Opportunities</td><td>16%</td><td>27%</td></tr><tr><td>Workload</td><td>18%</td><td>25%</td></tr><tr><td>Pay and Benefits</td><td>19%</td><td>21%</td></tr><tr><td>Lack of Opportunities for Promotion</td><td>18%</td><td>19%</td></tr></table> <div>Total Number of colleagues taken through the performance improvement stages – 37</div> <div>Gender Female – 20 Male – 17</div> <div>Age 16-21 years – 1 22-30 years – 6 31-40 years – 5 41-50 years – 11 51-60 years – 6 61-64 years – 6 65+ years – 2</div> <div>Have they disclosed they have a disability? No – 29 Prefer not to say – 2 Yes – 2</div>	Social Care Partnership				Place	5286	1108	4178	Corporate Services	1946	1263	683	Total	18096	5685	12411		Lot of influence	Some influence	Job Satisfaction	16%	35%	Lack of Development Opportunities	16%	27%	Workload	18%	25%	Pay and Benefits	19%	21%	Lack of Opportunities for Promotion	18%	19%
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Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		<div data-bbox="799 383 1385 416">Did not disclose – 4</div> <div data-bbox="799 416 1385 712"> Ethnicity White – 25 Asian, Scottish Asian, British Asian – 2 African, Scottish African, British African – 4 Caribbean or Black – 2 Other Ethnic Group – 1 Did not disclose – 3 </div> <div data-bbox="799 712 1385 898"> Sexual Orientation Bisexual – 1 Heterosexual – 11 Prefer not to say - 1 Did not disclose – 24 </div>
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation		
Data on equality outcomes	City of Edinburgh Council's Equality and Diversity framework	<p>Theme 5 of the Framework is to create a diverse and inclusive workplace within the organisation. Within this, the Council is committed to achieving the following outcome:</p> <p><i>“a more inclusive working environment is experienced by colleagues who share protected characteristics and colleagues are supported by an inclusive workplace culture and feel confident to challenge prejudice-based behaviours”</i></p>
Research/literature evidence	Dismissal of a baker due to performance Article and Employments Tribunal Case	Employee claimed to have had no knowledge or suspicion that his performance was in question prior to dismissal. The notes were written in English, and evidence suggested the employer knew the employer could not read English well. He was called to meeting without warning, was not told he could bring a representative and was not provided with any evidence of his poor performance during the meeting. There was a failing to address the employee's

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
	<p data-bbox="539 524 762 689">Museum worker wins unfair dismissal case on lack of formal warning Article</p> <p data-bbox="539 837 740 1025">Performance Review Study by Textio and Article Summary</p> <p data-bbox="539 1608 753 1796">How to Measure Employee Engagement – GALLUP</p>	<p data-bbox="791 383 1347 450">performance through the issuing of proper and clear targets and/or warnings.</p> <p data-bbox="791 524 1378 757">Employer failed to properly follow its performance policy. The employer had failed to give the employee a formal warning prior to her dismissal. The policy required that formal warnings be given in an escalatory fashion (first written, final written and so on) and this had not been the case.</p> <p data-bbox="791 831 1362 1503">The study by Textio, which analysed performance reviews for more than 25,000 people at 253 organisations. Three quarters (78%) of women have been described as ‘emotional’ in performance reviews, compared to just 11 per cent of men. Despite years of conversations about workplace equality, it’s clear that language bias in performance feedback remains a significant barrier for women and marginalised groups to achieve their full potential. The best feedback is specific, relevant, and actionable; good feedback comes with clear examples and clear suggestions for improvement. But women receive almost twice as much unactionable feedback as men, and Black people receive more than twice as much unactionable feedback as their white and Asian coworkers.</p> <p data-bbox="791 1576 1378 1944">Globally 3 in 10 employees strongly agree that someone at work encourages their development. 1 in 3 employees strongly agree that someone at work has talked to them about their progress in the last 6 months. 4 in 10 employees strongly agree that their supervisor, or someone at work, seems to care about them as a person. 1 in 4 employees strongly agree that they have received recognition or praise for doing good work in the last week.</p>

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
	Re-engineering Performance Management, GALLUP	Only 2 in 10 employees strongly agree that their performance is managed in a way that motivates them to do outstanding work. Only 14% of employees strongly agree that the performance reviews they receive inspire them to improve. 26% of employees strongly agree that the feedback they receive helps them do their work better. Only 50% of employees clearly know what is expected of them at work. Employers who receive daily feedback from their manager are 3 times more likely to be engaged than those who receive feedback once a year or less.
Public/patient/client experience information	Not applicable.	
Evidence of inclusive engagement of people who use the service and involvement findings	Feedback from engagement sessions & all staff survey.	<p>An anonymous survey was available for colleagues to complete, accessed through the Orb. Colleagues were informed of this by a Newsbeat article, presence on the Orb and managers highlighting to their team. Over the two weeks the survey was available 45 responses were received.</p> <p>In addition, 38 managers from a range of services, representing all directorates, attended feedback sessions on the performance management policy. Sessions were held on a range of days and times to ensure this was not a barrier to attendance.</p> <p>Feedback key themes on the current policy were:</p> <ul style="list-style-type: none"> • Focus is on performance improvement • Not viewed as a supportive process • Performance Improvement Process takes too long

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		<p>Requests from the new policy were:</p> <ul style="list-style-type: none"> • Emphasis on Our behaviours • Flexibility of timescales and expectations • Clarity of performance improvement process • Importance of clear expectations • More supportive tone <p>Requests from the supporting documents were:</p> <ul style="list-style-type: none"> • Conduct vs performance guidance • Guidance when other factors ie. Sickness, FTC, disability • What happens when grievance/complaint of bullying • Available support for managers
Evidence of unmet need	Not applicable	
Good practice guidelines	Performance Management Benchmarking Summary Document shared with attendees prior to meeting.	<p>Benchmarking was completed with 18 organisations, 13 of these have been direct responses to a benchmarking request email sent to local authorities across Scotland.</p> <p>Overall, it seems as though organisations have adapted their approach to suit the changing needs around performance management and the requirements of their organisation, the main themes are:</p> <ul style="list-style-type: none"> • Less focus on annual appraisals or even removing them completely; greater focus on regular performance reviews and ongoing conversations between managers and colleagues. • Less focus on process, such as forced ranking and lengthy forms to complete, greater focus on high quality conversations.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		<ul style="list-style-type: none"> • Less focus on a one-sided conversation about performance where a manager outlines the colleagues weaknesses; greater focus on a two-way conversation where the colleague personally identifies their areas of improvement and works collaboratively to agree goals and review performance. • Less focus on judging or appraising past performance; greater focus on listening and understanding current challenges and providing opportunities to help people improve and develop. • Less focus on conversations solely focused on KPI's, goals and achievements; greater focus on the individual, their wellbeing and how they can perform at their very best now while also thinking about future opportunities. • Less focus on conversations just about colleague performance; greater focus on regular conversations about different topics including, values/behaviours, life and wellbeing, personal development, council improvement, feedback and team dynamics. • Less focus on following a rigorous formal performance management policy; greater focus on informal performance conversations at the outset and then moving to a flexible performance process that ensures we are doing the best thing for both the colleague and the organisation. • Colleagues responsible for understanding and being aware of the standards of performance expected of them and seek guidance from their line manager if unsure. They must also work with their line manager to agree support

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal																		
		<p>measures when they do need additional support.</p> <ul style="list-style-type: none"> Managers are responsible for clearly outlining expectations of colleagues and where performance falls below expected providing timely feedback, advice, support, reasonable adjustments and training where appropriate on an ongoing basis. 																		
Carbon emissions generated/reduced data	Not applicable.																			
Environmental data	Not applicable.																			
Risk from cumulative impacts	Not applicable.																			
Other (please specify)	Work Force Dashboard Report, Finance and Resources Committee 16th January 2025 Current Performance Management Policy Current Performance Improvement Guide	<p>The following employee relations cases were underway across the Council</p> <table border="1"> <thead> <tr> <th></th><th>June 2024</th><th>September 2024</th></tr> </thead> <tbody> <tr> <td>Disciplinary</td><td>131</td><td>146</td></tr> <tr> <td>Suspension</td><td>17</td><td>19</td></tr> <tr> <td>Dismissal</td><td>28</td><td>25</td></tr> <tr> <td>Grievance</td><td>56</td><td>62</td></tr> <tr> <td>Performance</td><td>28</td><td>33</td></tr> </tbody> </table>		June 2024	September 2024	Disciplinary	131	146	Suspension	17	19	Dismissal	28	25	Grievance	56	62	Performance	28	33
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Additional evidence required																				

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

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>Positive</p> <p>By reviewing the language to ensure it is supportive, inclusive and trauma informed should mean that all colleagues and all types of needs are met.</p> <p>Clarity in the policy will mean colleagues understand conversations about performance are part of normal management responsibilities and therefore lead to less grievances relating to bullying/discrimination. A performance culture should mean that colleagues do not feel personally attacked and are given positive feedback and support to develop in their career. It should also mean that colleagues receive the right recognition and opportunities to develop.</p> <p>We understand that across the council there are colleagues where English is a second language. The new guidance created will be clearer and easier to understand. Guidance should also be given to managers about how to navigate this and what appropriate support can be offered.</p> <p>The update to the user guide will include guidance on complex situations where a number of factors can be influencing performance and can be reviewed and updated as required to ensure it always reflects the support available.</p> <p>Changes will improve understanding and access to the policy. Managers and colleagues will have more resources and be clearer about what constitutes as capability and conduct which should allow the policy to be utilised more. It may also mean that managers are more confident to use the policy and turn to performance improvement in the first instance.</p>	<p>All colleagues</p> <p>All colleagues</p> <p>Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers), Refugees and Asylum Seekers, Colleagues with low literacy/numeracy and</p> <p>All colleagues</p> <p>All colleagues</p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>Performance not managed correctly by a manager often escalates and has to ultimately be managed through the disciplinary policy.</p> <p>Quality of service will improve, where we focus on setting clear expectations with colleagues from the beginning and reviewing on an ongoing basis.</p> <p>Focus on early intervention and having informal conversations first will encourage more conversations and give a better service to colleagues. Colleagues will be given timely feedback and support rather than the formal process being a surprise to the colleague.</p> <p>The changes will foster good relationships with all colleagues and managers. Interweaving the behaviours of Respect, Integrity and Flexibility into the Policy and the UG will bring them to life for colleagues and managers and put them into context.</p> <p>If the policy is utilised more it will mean that all grades are performance managed consistently and fairly.</p> <p>The behaviours are often linked to the motivations on why we do a good job. Ensuring it aligns with the aims and ethos of the organisation and updated People Strategy should also allow colleagues to understand why we are doing what we are doing and motivate them to engage in the policy.</p> <p>Better use of the policy and conversations about career development should give opportunities to more women and look to close the gender pay gap.</p> <p>More guidance on how to navigate and what policies to use when managing the under performance of a colleague with a disability will support managers and positively impact colleagues going forward.</p> <p>The language will be more supportive and inclusive. Embedding the behaviours as part of the policy and supporting guidance will mean that the Council will encourage greater flexibility for colleagues with a</p>	<p>All colleagues</p> <p>All colleagues</p> <p>All colleagues</p> <p>All Colleagues with a protected characteristic</p> <p>All colleagues</p> <p>Female colleagues</p> <p>Colleagues with a disability</p> <p>Colleagues with a disability</p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>disability. In addition, open and supportive conversations may encourage more colleagues to disclose disabilities.</p> <p>Colleagues practicing certain religious events, for example Ramadan they may show signs of dips in performance (due to fasting and energy levels). The policy will offer more flexibility and give managers and colleagues an opportunity to identify the dip in performance and agree a solution or adjustment.</p>	<p>People with different religions or beliefs</p>
<p>Negative</p> <p>The guidance and scenarios given may be interpreted by managers as the best course of action and do not consider colleagues on a case-by-case basis. While we want to encourage consistency managers may apply this too rigidly and colleagues feel that there is no flexibility given.</p> <p>The promotion of the new policy may see an increase in usage and performance conversations may become more regular for everyone (which is a positive) however this might be a negative for those that are neurodiverse, as this might be a new and different experience, these types of conversations might increase anxiety, or cause stress etc.</p> <p>There often can be long waiting times for a diagnosis, especially neurodiverse conditions. Colleagues may be performance managed unfairly if their managers acts on the fact that the colleagues doesn't have a formal diagnosis. Additionally, there will be cases where the colleagues' under performance is not linked or directly related to their disability, but managers are not clear on how to manage their performance without discriminating.</p> <p>In older people we may see dips in their performance and under performance that needs to be managed. An aging workforce may mean that this becomes more common, and managers need to understand why</p>	<p>All colleagues</p> <p>Colleagues with a disability</p> <p>Colleagues with a disability</p> <p>Older Colleagues</p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>adjustments can be made and how best to support a colleague.</p> <p>From reviewing the evidence, you would expect that because 70% of the workforce are female that the data about colleagues going through the formal process would suggest that around 70% of those colleagues are female. Currently, it is 54% of females. Changes may not address why are men impacted more by this policy.</p> <p>Even if we update the policy and UG to make the process clearer there will still be colleagues who are not clear and will not understand it. Also, colleagues who cannot read will be unable to access the documents easily. Often those colleagues need additional support from others (managers or peers) however when going through performance management you may not have the confidence to reach out and ask for help, especially if you low literacy/numeracy could be used as part of your under performance.</p>	<p>Male colleagues</p> <p>Colleagues with low literacy</p>

Environment and Sustainability including climate change emissions and impacts	Affected populations
<p>Positive</p> <p>Increased focus on ongoing conversations may mean more meetings are held remotely, reducing travel and time in the office</p>	<p>All colleagues</p>
<p>Negative</p>	

Economic	Affected populations
<p>Positive</p> <p>Utilisation of this policy should mean that more colleagues are meeting expectations and performing at their best, resulting in a more productive workforce and an overall improvement in council services.</p>	<p>All colleagues</p> <p>Colleagues with low literacy/numeracy</p>

Economic	Affected populations
<p>Having performance conversations and offering the correctly support could improve literacy and numeracy skills.</p> <p>We want also colleagues to have the right tools to do the job. Understanding the reasons why under performance is happening may highlight poor equipment, systems, offices etc and take steps to improve working conditions.</p> <p>Increased focus on improving performance should allow colleagues to progress through the workforce to more senior roles which attract a higher salary</p>	<p>All colleagues</p> <p>All colleagues particularly those on a lower income</p>
Negative	

9. Is any part of this policy/ service to be carried out wholly or partly by contractors and if so how will equality, human rights including children's rights, environmental and sustainability issues be addressed?

No, all elements involving this policy will be carried out by employees, managers or HR.

10. 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.

We will undertake normal communication activities to raise awareness of this colleague policy, including articles in Newsbeat and Managers News; updating of the HR Orb pages; and providing updates at service management meetings.

Our Learning and Development team are currently delivering a 'Policy into Practice' session on Performance Management to managers. This will be updated to reflect the new policy and supporting documents.

- 11. Is the plan, programme, strategy or policy likely to result in significant environmental effects, either positive or negative? If yes, it is likely that a Strategic Environmental Assessment (SEA) will be required and the impacts identified in the IIA should be included in this. See section 2.10 in the Guidance for further information.**

No.

12. 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.

- 13. Specific to this IIA only, what recommended actions have been, or will be, undertaken and by when? (these should be drawn from 7 – 11 above) 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 job title)	Deadline for progressing	Review date
Ensure the distinction between dips in performance and consistent under performance is clear.	Kate Morton, Senior HR Consultant and Olivia Reed, HR Consultant	28/06/2025	
Clear guidance about how to manage performance related to disabilities including how to support colleagues whose health/disability is impacting performance both when confirmed and awaiting a diagnosis	Kate Morton, Senior HR Consultant and Olivia Reed, HR Consultant	28/06/2025	
All documents developed in a trauma informed way, so all colleagues feel psychologically safe when having performance conversations and that any change or actions are communicated clearly with them	Kate Morton, Senior HR Consultant and Olivia Reed, HR Consultant	28/06/2025	
Guidance to managers about how to navigate conversations with a colleague where English isn't their first language and also signpost the support that can be offered.	Kate Morton, Senior HR Consultant and	28/06/2025	

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 job title)	Deadline for progressing	Review date
	Olivia Reed, HR Consultant		
Ensure training is delivered to managers on the correct implementation of the policy	Learning and Development colleagues	Ongoing	

14. Are there any negative impacts in section 8 for which there are no identified mitigating actions?

15. How will you monitor how this proposal affects different groups, including people with protected characteristics?

HR colleagues will monitor the update of both annual conversations as well as formal performance improvement process to identify any impacted groups.

16. Sign off by Head of Service

Name Nareen Turnbull

Date 28/07/2025

17. Publication

Completed and signed IIAs should be sent to:

integratedimpactassessments@edinburgh.gov.uk to be published on the Council website www.edinburgh.gov.uk/impactassessments

Edinburgh Integration Joint Board/Health and Social Care

sarah.bryson@edinburgh.gov.uk to be published at www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/