

# Integrated Impact Assessment – Summary Report

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

## 1. Title of proposal

Review of Reserve Forces' Training and Mobilisation Policy

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

We are looking to review the Reserve Forces' Training and Mobilisation Policy and accompanying user guide. We want to give clarity to both line managers and reservists about their responsibilities and to reflect best practice as recommended by the Ministry of Defence.

As a new HR system launched in October 2024, we want to ensure that the Council still captures the correct data for all colleagues if they are reservists.

The current policy and user guide cover a lot of the same information, repeated across both documents. We propose streamlining this, removing the duplication and ensuring each document serves its own purpose making it clear for colleagues and managers.

## 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 Reservists have been contacted to participate in engagement.

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

No

## 5. Date of IIA

Tuesday 15<sup>th</sup> July 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
Olivia Reed	HR Consultant	24/10/2023
Emma Kilpatrick	Lead HR Consultant	18/05/2022
Vanessa Anderson	HR Consultant	22/05/2022
Karen McErlean	HR Consultant	
Ifigeneia Moutsou	HR Consultant	
Steven Brown	City Officer	

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 EDI dashboard	<p>The City of Edinburgh Workforce (including teachers) = 19,776</p> <table><tr><td colspan="5"><b>Gender distribution of workforce:</b> 71% Female (14,043) 29% Male (5,733)</td></tr><tr><td colspan="5"><b>Ethnicity distribution of workforce:</b> <b>White:</b> 76% (15,031) <b>Minority Ethnic:</b> 6% (1,186) <b>Prefer not to say:</b> 3% (593) <b>No information:</b> 15% (2,965)</td></tr><tr><td colspan="5"><b>Age distribution of workforce:</b> <b>16-21</b> years: 1% (198) <b>22-30</b> years 12% (2,373) <b>31-40</b> years 23% (4,548) <b>41-50</b> years 26% (5,142) <b>51-60</b> years 25% (4,944) <b>61-64</b> years 9% (1,780) <b>65+</b> years 4% (791)</td></tr><tr><td colspan="5"><b>Disability distribution of workforce:</b> <b>Disabled,</b> 3% (593) <b>Not disabled,</b> 76% (15,032) <b>Prefer not to say,</b> 5% (989) <b>No information,</b> 16% (3,162)</td></tr><tr><td colspan="5"><b>Sexual orientation of workforce:</b> <b>LGBQ+,</b> 3% (593) <b>Heterosexual/straight,</b> 33% (6,526) <b>Prefer not to say,</b> 3% (593) <b>No information,</b> 62% (12,064)</td></tr></table>	<b>Gender distribution of workforce:</b> 71% Female (14,043) 29% Male (5,733)					<b>Ethnicity distribution of workforce:</b> <b>White:</b> 76% (15,031) <b>Minority Ethnic:</b> 6% (1,186) <b>Prefer not to say:</b> 3% (593) <b>No information:</b> 15% (2,965)					<b>Age distribution of workforce:</b> <b>16-21</b> years: 1% (198) <b>22-30</b> years 12% (2,373) <b>31-40</b> years 23% (4,548) <b>41-50</b> years 26% (5,142) <b>51-60</b> years 25% (4,944) <b>61-64</b> years 9% (1,780) <b>65+</b> years 4% (791)					<b>Disability distribution of workforce:</b> <b>Disabled,</b> 3% (593) <b>Not disabled,</b> 76% (15,032) <b>Prefer not to say,</b> 5% (989) <b>No information,</b> 16% (3,162)					<b>Sexual orientation of workforce:</b> <b>LGBQ+,</b> 3% (593) <b>Heterosexual/straight,</b> 33% (6,526) <b>Prefer not to say,</b> 3% (593) <b>No information,</b> 62% (12,064)																																													
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Data on service uptake/access	Colleagues who have notified us that they are Reservists	<p><b>Armed Forces Reservists (April 2025)</b></p> <p>At the time of the report there were 9 colleagues with Reserve Status recorded on MyHR. 2 were Council Leavers and 3 have retired from the Forces and are now Veterans. There are now only 4 colleagues recorded on MyHR.</p> <p>Current Reservists</p> <table><tr><td>Job Title</td><td>Locality Housing Manager</td><td>Facilities Technician Supervisor</td><td>Surveyor – Housing</td><td>Teacher</td></tr><tr><td>Date From</td><td>11/11/1987</td><td>08/02/2009</td><td>31/05/2019</td><td>01/08/2015</td></tr><tr><td>Military Category</td><td>Army</td><td>Navy</td><td>Army</td><td>Army</td></tr><tr><td>Age</td><td>56</td><td>55</td><td>38</td><td>32</td></tr><tr><td>Sex</td><td>Male</td><td>Male</td><td>Male</td><td>Female</td></tr><tr><td>Ethnicity</td><td>White</td><td>White</td><td>White</td><td>Unknown</td></tr></table> <p>Council Leavers/Veterans</p> <table><tr><td>Job title</td><td>Assistant Team Leader</td><td>Housing Officer</td><td>Facilities Technician Supervisor</td><td>City Officer</td><td>Refugee Integration Co-ordinator</td></tr><tr><td>Date From</td><td>01/01/1980</td><td>01/06/1995</td><td>02/04/1980</td><td>23/05/1992</td><td>25/02/2024</td></tr><tr><td>Military Category</td><td>Army</td><td>Army</td><td>Army</td><td>Army</td><td>Airforce</td></tr><tr><td>Age</td><td>61</td><td>47</td><td>64</td><td>58</td><td>57</td></tr><tr><td>Sex</td><td>Male</td><td>Male</td><td>Male</td><td>Male</td><td>Female</td></tr><tr><td>Ethnicity</td><td>White</td><td>White</td><td>White</td><td>White</td><td>White</td></tr></table> <p><b>Recorded Absences</b></p> <p>Absence reason: Unpaid Absence – Reservist Mobilisation March21 – Oct 24</p>	Job Title	Locality Housing Manager	Facilities Technician Supervisor	Surveyor – Housing	Teacher	Date From	11/11/1987	08/02/2009	31/05/2019	01/08/2015	Military Category	Army	Navy	Army	Army	Age	56	55	38	32	Sex	Male	Male	Male	Female	Ethnicity	White	White	White	Unknown	Job title	Assistant Team Leader	Housing Officer	Facilities Technician Supervisor	City Officer	Refugee Integration Co-ordinator	Date From	01/01/1980	01/06/1995	02/04/1980	23/05/1992	25/02/2024	Military Category	Army	Army	Army	Army	Airforce	Age	61	47	64	58	57	Sex	Male	Male	Male	Male	Female	Ethnicity	White	White	White	White	White
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	All paid leave reservist absences from October 2024	<ul style="list-style-type: none"> <li>• There have been 13 recorded absences, for 3 separate colleagues.</li> <li>• 11 have been for a duration of 1 day</li> <li>• 1 has been for a duration of 68 days continuous</li> <li>• 1 has been for a duration of 532 days continuous</li> <li>• The 1 day absences are from the same colleague, it is assumed this is because they have exhausted their paid leave entitlement and they have taken days off for training purposes.</li> <li>• The other 2 absences are two other colleagues who have been mobilised for continuous periods of time.</li> </ul> <p>Absence reason: Paid Leave – Reservist Mobilisation Training June18- May25</p> <ul style="list-style-type: none"> <li>• There have been 46 recorded absences for 13 separate colleagues.</li> <li>• These absences have ranged from 1 day to 15 days.</li> </ul>
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation		
Data on equality outcomes	<a href="#">Equality and Diversity framework</a>  Support for Armed Forces	<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> <p>There are several social measures in place to ensure that armed forces personnel and veterans are not disadvantages in civilian life, such as the <a href="#">armed forces covenant</a>, and the <a href="#">duty</a>.</p> <p>There is also recognition scheme in place, for example the <a href="#">Defence Employer Recognition Scheme</a>. Employers can also adopt ‘Forces friendly’ status and actively recruit ex-military staff.</p>
Research/literature evidence	<a href="#">Regular Forces Statistics</a>  <a href="#">Reserve Forces Statistics</a>	<p>On 1 April 2025 the total size of the full time UK armed Forces (trained and untrained) was around 147,300. Over half of personnel were within the Army (56%) with the remainder being split equally between the Royal Navy/Royal Marines (23%) and the Royal air force (22%).</p> <p>On 1 April 2025, there were 31,960 Volunteer Reserves and 3,950 serving Regular Reserves across the three branches of the UK armed forces. There were 860 Mobilised Reservists on 1 April 2025. There were 5,970 FTRS personnel on 1 April 2025.</p> <p>On 1 April 2025 there were 16,300 women in the UK Regular Forces, accounting for 11.9% of the total trained and untrained</p>

Evidence	Available – detail source	<b>Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal</b>
	<a href="#">Women in the Armed Forces</a>  <a href="#">Tri-service reserves continuous attitude survey 2024</a>  <a href="#">SGN – colleague experience article</a>  <a href="#">Nationwide – colleague experience article</a>	<p>strength. The proportion of women in the Reserve Forces was higher at 15.9%. Women are best represented in the RAF, where they form 15% of UK Regular personnel and 23% of Reserve Personnel.</p> <p>The Reserves Continuous Attitude Survey (ResCAS) is a Tri-Service annual survey of volunteer reservists and is one of the main ways that the department gathers information on the attitudes and experiences of volunteer reservists.</p> <p>4,656 responses were received this year, representing an overall response rate of 23%, up from 19% last year.</p> <p>Civilian employers valuing Reserve service has had the largest percentage point increase, from 50% in 2015 to 59% in 2024.</p> <p>76% Reserves feel their civilian employers support their Reserve service, and 65% feel that their civilian colleagues support them too.</p> <p>55% of Reservists said that their main civilian employer would prefer that they were not a Reservist.</p> <p>Overall, the number of Volunteer Reservists mobilised has increased from 26% in 2020, to 35% in 2024. However, this is still significantly lower than baseline 2015 levels (40%) but is up from last year (32% in 2023).</p> <p>SGN have shared Ellie's story as part of their Career site. She said that the work life balance of being a reservist, and a civilian is fantastically manageable. She added that the main transferable skill the Army teachers you in teamwork, and it has helped her in her role at SGN with teaching colleagues and new starters.</p> <p>Nationwide have shares Matt's story. He gets additional time off to attending training and has been supported to mobilise to cover regular personnel who were on exercise. In the RAF he is involved in decision making at pace and accelerated his development beyond what the workplace could have offered. He also believes he's a better line manager as he's more comfortable giving his team and peers the outline of what needs to be done and then allowing them to define how they do it. This results in their roles being more challenging but rewarding, their more comfortable with taking responsibility and are more engaged.</p>
Public/patient/client experience information	Not applicable	
Evidence of inclusive engagement of people who use the service and involvement findings	Feedback from Reservists	<p>An email was sent to all Reservists currently working for the Council to ask if they would be able to provide any feedback on the current policy. We received 3 responses. Feedback included:</p> <ul style="list-style-type: none"> <li>• During their time as a Reservist, they did not encounter any problems and were fully support by their management team.</li> <li>• They were unaware of the 2 week special leave (paid), and their manager made them take TOIL or annual leave.</li> </ul>

Evidence	Available – detail source	<b>Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal</b>
		<p>We also had an engagement meeting with a Reservist who shared some feedback:</p> <ul style="list-style-type: none"> <li>• They were able to share their experience as a Reservist and what happens when a Reservist is mobilised.</li> <li>• They said it would be helpful if the policy/UG gave the Reservist one contact point. It can be a lot for a reservist when mobilised if they need to speak to multiple people.</li> <li>• Currently the UG include agreeing contact arrangements between the reservist and line manager while mobilised, we need to be clear going forward that this needs to be led by the Reservist as they may only be able to commit to a certain amount of contact.</li> <li>• The line manager needs support with the process as this isn't something that will happen often, they want this experience for the Reservist to be the best it can. Unlike other policies that are used more often, and managers have a greater understanding.</li> <li>• The policy should also capture that the manager needs to be flexible as there may be training or mobilisation commitments that change or happen with little notice.</li> </ul>
Evidence of unmet need		
Good practice guidelines	Reservist Policy Benchmarking	<p>As part of the benchmarking, we collated 17 responses from organisations. As a summary:</p> <ul style="list-style-type: none"> <li>• Not all organisations have established a standalone reservist policy. Those organisation with a dedicated policy have adopted the <a href="#">MOD provided template</a> with minimal to no changes.</li> <li>• There is a lack of standardised recording of the notification, with some currently reviewing this.</li> <li>• Approaches to paid leave for reservist training vary, some organisations allocate leave by number of days (most commonly 15 days), others provide block leave by full weeks. The majority exceed the gov.uk template and the Gold Award requirements which is 2 weeks or at least 10 days.</li> <li>• Some organisations have begun to formally recognise the transferable skills gained through reservist duties by incorporating them into annual performance conversations.</li> </ul>
	Armed Forces Covenant	<p>The Edinburgh partnership has signed up to the Armed Forces Covenant which has an agreement with the armed forces in Edinburgh to help strengthen ties between them and the local community.</p>
	Armed Forces Covenant Duty	<p>The Covenant Legal Duty is a legal obligation on certain public bodies (including local authorities, governing bodies of certain stage schools, various NHS bodies, and other organisations) to have due regard to the principles of the Armed Forces Covenant when carrying out certain functions in healthcare, education and housing. It has been in force since November 2022.</p>

<b>Evidence</b>	<b>Available – detail source</b>	<b>Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal</b>
	Defence Employer Recognition Scheme	<p>The Employer Recognition Scheme (ERS) acknowledges employers that provide exceptional support to the Armed Forces community and Defence by going above and beyond their Covenant pledges.</p> <p>Through a 3-tier approach of bronze, silver and hold awards, the scheme recognises the different levels of commitment provided by employers. This allows the Ministry of Defence to publicly thank and honour those organisations for their support.</p> <p>Organisations can nominate themselves for a bronze award. Silver and hold awards are bestowed to organisations meeting specific criteria.</p> <p>The ERS is designed primarily to recognise private sector support although public sector organisations such as the emergency services, local authorities, NHS trust and executive agencies are also eligible to be recognised</p> <p>The City of Edinburgh Council are Gold Award holders.</p>
Carbon emissions generated/reduced data		
Environmental data		
Risk from cumulative impacts		
Other (please specify)		
Additional evidence required		

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

<b>Equality, Health and Wellbeing and Human Rights and Children's Rights</b>	<b>Affected populations</b>
<p><b>Positive</b></p> <p>The policy indirectly supports the role of the Armed Forces and meets the Gold Award requirements set out in the Employee Recognition Scheme.</p> <p>The policy outlines the Council's support of Reservists and recognition of the diversity of colleagues. It also recognises the commitment and effort that reservists make to their country.</p> <p>The council will benefit from the skills acquired by reservists during their training and mobilisation.</p>	<p>All Colleagues</p> <p>All Colleagues</p> <p>All Colleagues</p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
The policy will include a statement of support outlining the council commitments and assures reservists that they will not be disadvantaged because of their Reserve status.	All Colleagues
The policy will outline colleague and line manager responsibilities so both parties are clear on expectations and therefore able to make the most from the policy support mechanisms.	All Colleagues
The policy will signpost the forces family colleague network promoting wider engagement with those supporting the armed forces.	All Colleagues
The policy offers paid time off to attend training, so no Reservist is financially impacted by taking time off work. Time off during mobilisation is unpaid however the MoD offers financial assistance where a civilian salary is higher than a military salary, this is highlighted in the policy.	All Colleagues
The policy will outline how to record leave which should improve reporting accuracy and allow the organisation to ensure support is put in place in areas with Reservists.	All Colleagues
Reservist training commitments are often the same across units. Weekly training is normally Tuesday and Wednesday evenings between 6 and 9. Weekend training is normally from 7:30pm Friday night until 5pm on a Sunday therefore this time off can be planned and approved in advance with little disruption.	All Colleagues
Reservist units will have forecasts for training for the coming 6 to 12 months and this should normally be shared with the line manager. This should allow line managers to plan in advance.	All Colleagues
The policy agrees to release Reservists for mobilisation and fully supports the reservist through the process.	All Colleagues
For those returning from mobilisation their job is protected, and they will return to the same role or similar meaning than Reservists will not be disadvantaged. The policy also outlines support to Reservists returning from service including reasonable adjustments, access to OH, EAP and sick pay and any additional training needed.	All Colleagues
The policy recognises contracts of employment of colleagues mobilised for Reserve service and there will	All Colleagues

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>be no loss of continuous service or service-related benefits.</p> <p>The policy encourages, where possible, contact with the reservist while on mobilisation. This will provide an opportunity to update them on changes such as organisational reviews that may impact them.</p> <p>The majority of our recorded reservists are male so this policy will mainly impact men currently.</p> <p>There is an opportunity to raise awareness to disclose status or encourage more women to become Reservists.</p> <p>Reservists who are not fit will not be mobilised however those who are mobilised might return with long term health conditions, disabilities or mental health problems. This policy will ensure colleagues are supported on return and provided additional support in the workplace where needed.</p> <p>The launch of this revised policy will provide an opportunity to raise more awareness, better promote and make the policy more accessible. If the policy is promoted more widely it should encourage more Reservists informing their manager of their status.</p>	<p>All Colleagues</p> <p>Men</p> <p>Women</p> <p>Colleagues with a disability / long term health condition</p> <p>All Colleagues</p>
<p><b>Negative</b></p> <p>Colleagues with low literacy might find the policy and guidance difficult to understand. Also, they may not understand the impact mobilisation will have on their T&amp;Cs. When a Reservist is mobilised, there is a lot of information they need to read and understand.</p> <p>There may be challenges to find cover for reservists when mobilised, for example roles with specific skills or hard to recruit areas. Also fixed term roles are not attractive. There may also be a pressure on smaller teams in the Council when accommodating requests for time off.</p> <p>Reservists could be mobilised for short periods of time at short notice to support local government for example covid, flooding, high winds, events. The Council is expected to accept all requests. Resourcing cover could be challenging.</p>	<p>All Colleagues</p> <p>All Colleagues</p> <p>All Colleagues</p>



<b>Equality, Health and Wellbeing and Human Rights and Children's Rights</b>	<b>Affected populations</b>
As the policy isn't used often the experience the colleague receives from their manager might not be the same as other policies used for example sickness absence.	All Colleagues

<b>Environment and Sustainability including climate change emissions and impacts</b>	<b>Affected populations</b>
<b>Positive</b> – None identified	
<b>Negative</b> – None identified	

<b>Economic</b>	<b>Affected populations</b>
<b>Positive</b>  The policy highlights the financial assistance that can be claimed by both the employee and employer when a Reservist is mobilised. This supports the Reservists but also means the employer isn't financially impacted by their obligation to allow a Reservists to be mobilised.	All Colleagues
<b>Negative</b> - None identified	

**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 of 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.**

This policy applies to all Council employees and therefore we will not need to communicate the policy to children or young people. We will undertake normal communication activity to raise awareness of the policy, including articles on Newsbeat and Managers News. There articles will be clear and informative.

We will also engage with askHR so they are aware of the changes and can answer any customer queries that come through.

- 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.)**

No additional information or evidence is needed. The report is the final report.

- 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:**

<b>Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)</b>	<b>Who will take them forward (name and job title)</b>	<b>Deadline for progressing</b>	<b>Review date</b>
Streamline the policy and user guide so the information shared with colleagues and managers is clear.	Olivia Reed, HR Consultant	January 2026	
Signpost other policies and support available within the policy and user guide, including the promotion of informal and formal flexible working arrangements to balance work, family life and Reservist life.	Olivia Reed, HR Consultant	January 2026	
The user guide should recognise that Reservists experiences will be different and ensures that various support options are put in place pre, during and post mobilisation. This should include the necessary return to work conversations and support available. This will also mention that Reservists will have the full support from the military when they return to their civilian role.	Olivia Reed, HR Consultant	January 2026	
As part of the implementation of the new policy ensure that there is wider promotion, so it is accessible	Olivia Reed, HR Consultant	January 2026	

<b>Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)</b>	<b>Who will take them forward (name and job title)</b>	<b>Deadline for progressing</b>	<b>Review date</b>
to all colleagues. Also ensure regular communication reminders on the policy.			
Within the user guide and as part of communications encourage managers to dedicate the appropriate amount of time engaging with the Reservist and planning for mobilisation such as contingency arrangements for backfill / resourcing any periods of leave.	Olivia Reed, HR Consultant	January 2026	
The policy and guidance must draw attention to the impact, especially financially, to the Reservist and that they are clear on the impact on their T&Cs while mobilised. It should also signpost the financial support available to Reservists from the MoD.	Olivia Reed, HR Consultant	January 2026	
Within the user guide and as part of communications colleagues should be encouraged to inform their line manager that they are a Reservist and that this is recorded on Oracle.	Olivia Reed, HR Consultant	January 2026	
The policy and user guide should clearly outline how absences should be recorded, and what other actions must be completed.	Olivia Reed, HR Consultant	January 2026	

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

No all the negative impacts have been discussed and a mitigating action has been assigned.

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

HR colleagues will monitor the Reserve Status notifications recorded on MyHR, it will also review the unpaid and paid leave that is process.

**16. Sign off by Head of Service**

**Name: Nareen Turnbull**

**Date: 20/08/2025**

## **17. Publication**

Completed and signed IIAs should be sent to:

[integratedimpactassessments@edinburgh.gov.uk](mailto:integratedimpactassessments@edinburgh.gov.uk) to be published on the Council website  
[www.edinburgh.gov.uk/impactassessments](http://www.edinburgh.gov.uk/impactassessments)

**Edinburgh Integration Joint Board/Health and Social Care**

[sarah.bryson@edinburgh.gov.uk](mailto:sarah.bryson@edinburgh.gov.uk) to be published at [www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/](http://www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/)