

# 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

Workplace Adjustments Managers Toolkit - update

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

- Updated language to be more accessible and inclusive, using a trauma informed approach.
- Rebranding from 'reasonable' adjustments to workplace adjustments and from 'health' adjustment passport to workplace adjustment passport as this language is considered more inclusive and for consistency.
- To include the process for accessing the centralised budget
- To refer to the adjustments available to prospective candidates during recruitment.

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

N/A – the proposal is an update to an internal toolkit for managers.

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

No

## 5. Date of IIA 04 December 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
Siobhan Murtagh (Lead officer/Facilitator)	Senior HR Consultant	28/10/21
Andrew Burgess	Senior HR Consultant	15/11/18
Nina Kwiatkowski	Senior HR Consultant	

<b>Lizzie Brown (Note taker)</b>	<b>HR Consultant</b>	
<b>Vicki Lorimer</b>	<b>Business Growth and Talent Development Lead</b>	

## 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	 Workforce Equality Diversity and Inclusion PDF file of Workforce, Equality, Diversity and Inclusion Update for Finance and Resources Committee - November 2025.	Document includes details on: Appendix 1 - Equal Pay Audit Report – gender, ethnicity and disability (2025) Appendix 2 - Pay Gaps Report - gender, ethnicity and disability (2025) Appendix 3 - Equalities Workforce Profile Data (2025) with comparison (2024) Appendix 4 - Workforce Equality, Diversity and Inclusion Action Plan (2025-2026)
Data on service uptake/access	N/A	N/A
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation	In 2024 89,000 people in Edinburgh were living in poverty (17%). 18,000 of those were children (21%). 61% of people in poverty in Edinburgh are living in a household where at least 1 person is in work. 15,000 people are in work in Edinburgh but still rely on Universal Credit to increase their income Highest rates of poverty were among the following, in many cases twice as high of those outwith these groups, Lone parents parents of young children, young parents,	Please note this data refers to the population of Edinburgh, not City of Edinburgh colleagues specifically.

<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>
	large families, households with a disabled family member.	
Data on equality outcomes	 Workforce Equality Diversity and Inclusion Update for Finance and Resources Committee - November 2025.	
Research/literature evidence	<u>What reasonable adjustments are -</u> <u>Reasonable adjustments at work -</u> <u>Acas</u>	
Public/patient/client experience information	N/A	
Evidence of inclusive engagement of people who use the service and involvement findings	 Workforce Equality Diversity and Inclusion Update for Finance and Resources Committee - November 2025.	
Evidence of unmet need	N/A	
Good practice guidelines	<u>Footnotes - Workplace adjustments:</u> <u>onboarding process - equality impact assessment - gov.scot</u>	Support for rebranding
Carbon emissions generated/reduced data	N/A	

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
Environmental data	N/A	
Risk from cumulative impacts	N/A	
Other (please specify)	N/A	
Additional evidence required	N/A	

## 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><b>Positive</b></p> <p>The updated Workplace Adjustment Toolkit is beneficial as it clearly signposts management to workplace adjustments and provides more examples. This will be positive for colleagues requiring adjustments. There is potential for better outcomes for all as a result of the simplified processes and clearer guidance and support.</p> <p>Access to a centralised budget for putting in place workplace adjustments removes a potential barrier for colleagues. This clearly signals to all colleagues that the Council are committed to supporting colleagues with disabilities and/or long-term health conditions, to ensure they have what they need to do their jobs.</p> <p>It will have a positive impact when there is clearer guidance for managers on how to make adjustments for candidates as part of the recruitment process, supporting people with disabilities and/or long-term health conditions from the beginning of their employment journey with us.</p> <p>The updated toolkit represents a positive change, in terms of accessible and trauma informed language. There was a particular emphasis placed on taking a person-centred approach, and to work more</p>	<p><b>All colleagues who require workplace adjustments</b></p> <p><b>People with disabilities and/or long-term health conditions</b></p> <p><b>Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers)</b></p>

<b>Equality, Health and Wellbeing and Human Rights and Children's Rights</b>	<b>Affected populations</b>
<p>collaboratively to get the best outcomes for our colleagues.</p> <p>Easier to access adjustments – positive impact wellbeing, mental health, physical activity</p>	<p><b>Refugees and asylum seekers</b></p> <p><b>People with disabilities and/or long-term health conditions</b></p>
<p><b>Negative</b></p> <p>Initially there may be some confusion with the renaming from 'Reasonable' adjustments to 'Workplace' adjustments, or managers not accessing the updated documents and following the 'old' process. However, we will mitigate this with clear communications across available channels (Orb updates, Workshops, manager's news).</p> <p>We do not foresee there being any other negative impacts for colleagues as a result of the proposed changes.</p>	<p><b>All colleagues</b></p>

<b>Environment and Sustainability including climate change emissions and impacts</b>	<b>Affected populations</b>
<p><b>Positive</b></p> <p>The only potential environmental impact may be from more people working from home as a workplace adjustment meaning they will have to travel less. However, this may be offset by additional heating costs.</p>	<p><b>N/A</b></p>

<b>Economic</b>	<b>Affected populations</b>
<p><b>Positive</b></p> <p>It is hoped that with the more accessible toolkit and centralised budget more colleagues will access workplace adjustments, supporting them to stay and thrive in the workplace.</p> <p>The more accessible document and raising awareness of the process supports better access for this group.</p>	<p><b>People with disabilities or long-term health conditions</b></p> <p><b>Those with low literacy/numeracy skills</b></p>

<b>Economic</b>	<b>Affected populations</b>
By taking a trauma informed approach, it is hoped will help a range of people.	<b>Those vulnerable to falling into poverty, lone parents and those at a socio-economic disadvantage. People experiencing domestic abuse, minority ethnic families, people with disabilities and/or long-term health conditions</b>
Improvements to workplace adjustments support may support the reduction of the disability pay gap.	<b>People with disabilities and/or long-term health conditions</b>
<b>Negative</b> N/A	

**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?**  
N/A

**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.**

The update to the Toolkit will be shared on the Orb and with managers through online and in-person workshops. We will ask attendees if they require any accessibility arrangements to be made prior to the training. The Toolkit itself has been reviewed to ensure it meets accessibility requirements e.g., font size and colour. Information will recognise low level literacy and if requested will be made available in different media.

Communications will go out via Manager's News.

**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.

N/A

**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
Publishing updated toolkit on the Orb	Erin Lamb	15/12/25	18/12/25
Updating Orb pages on Workplace Adjustments	Erin Lamb	15/12/25	18/12/25
Issuing managers' news on the subject	Comms team	16/12/25	14/12/25
Updating the content of the Workshops to reflect changes	Siobhan Murtagh Julie Kemp Christine Mullen	January 2026	23/01/26
Review changes to recruitment process quarterly to monitor change and ensure a consistent approach is being taken.	Siobhan Murtagh	April 2026	31/03/26

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

No.

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

As part of the process of updating this toolkit we have engaged with groups across the Council including the disability and long-term health condition colleague network SPARC, the Women's network and our Trade Union colleagues. They have provided feedback on the proposed changes, and we have incorporated their suggestions. We will continue to work with the networks and trade unions to mitigate any issues that might arise from the changes to the toolkit.

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

**Name** Nareen Turnbull

**Date** 15/12/2025

## **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**

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[www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/](http://www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/)