

# **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 Managing Change 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.
- The policy will be redesigned to align with all other employment policies and focus on the people management aspect of change.
- The language will be reviewed so it is supportive, inclusive, takes a trauma informed approach (where possible) and is clear to understand.
- The policy will incorporate guidance on minor changes, to make the distinction between small and large-scale change clearer for colleagues.
- The policy will encourage early and ongoing engagement whether the change is minor or major.
- Additional/clearer supporting documents to support implementation of the policy
- Clearer guidance on formal consultation and the process that follows including the process for any displaced colleagues.

## **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**

5<sup>th</sup> November 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)**

<b>Name</b>	<b>Job Title</b>	<b>Date of IIA training</b>
Alana Baillie	Senior HR Consultant (Lead & report writer)	22/05/2019
Olivia Reed	HR Consultant (Facilitator)	24/10/2023
Vanessa Anderson	HR Consultant (note taker)	22/05/2022
Debbie Finch	Senior HR Consultant	25/10/2022
Stewart Cassie	Senior HR Consultant	
Brendan O'Hara	Senior Accountant	
Lindsay Robertson	Change and Delivery Manager	10/03/2022
Amy Hood	Senior Solicitor	

## 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	Information taken from new PowerBI reports	<p><b><u>The City of Edinburgh Workforce (reflects data for the workforce at 31 March 2025)</u></b>  <b>Headcount:</b> 20,488</p> <p><b>Gender distribution of workforce:</b>  71% Female (16,180)  29% Male (6,571)</p> <p><b>Age distribution for workforce:</b>  16 to 21: 1.2%  22 to 30: 14%  31 to 40: 24%  41 to 50: 26%  51 to 60: 24%  61 to 64: 7%  65+ : 4%  average age 45</p> <p><b>Ethnicity distribution of workforce:</b>  White: 76%  Minority Ethnic: 7%  No information: 17%</p> <p><b>Disability distribution of workforce:</b>  Disabled: 3.3%  Not Disabled: 76%  Prefer not to say: 4%  No information: 16%  Disclosure 79.8%</p> <p><b>Sexual orientation of workforce:</b>  LGBTQ+: 3.08%  Heterosexual/straight: 39%  Prefer not to say: 3.56%  No information: 55%</p>
Data on service uptake/access		<p><b><u>Colleagues working in service areas which have had an organisational review in the last 3 years</u></b></p> <p><b>19 Organisational reviews in the last 3 years (information from HR Total Reward):</b></p> <ul style="list-style-type: none"> <li>• Children’s Services</li> <li>• Criminal Justice</li> <li>• Cultural Partnerships</li> <li>• Democracy, Governance and Resilience</li> <li>• Disposals</li> <li>• EH&amp;SCP Governance</li> <li>• EH&amp;SCP Learning Disabilities</li> </ul>

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"> <li>• EH&amp;SCP Operations</li> <li>• EH&amp;SCP Ops 2</li> <li>• EH&amp;SCP Reablement</li> <li>• EH&amp;SCP Strategic Planning</li> <li>• Fleet and Workshops</li> <li>• Hard FM</li> <li>• Housing</li> <li>• Inclusion</li> <li>• Print, Scan and Mail</li> <li>• Pupil Support</li> <li>• Technical (NES)</li> <li>• Technical (OSPI)</li> </ul> <p><b>Demographic information (this is based on all colleagues in those service areas, not all colleagues were in scope of change, but their service did see a change)</b></p> <ul style="list-style-type: none"> <li>• 90.3% of colleagues are full-time, with 9.7% working part-time. This reflects the wider Council workforce trend, where full-time roles remain more prevalent across operational and professional grades.</li> <li>• Overall, 51.9% of colleagues affected are women and 48.1% men, showing a broadly balanced gender profile across the reviews. However, at grade 2 all colleagues are women reflecting the gendered nature of some of the lower graded roles within the Council.</li> <li>• In terms of ethnicity, 83.1% of affected colleagues identify as white, 4.7% as minority ethnic, 0.4% prefer not to say, and 11.9% have no recorded information.</li> <li>• Regarding disability 5.6% of affected colleagues have declared a disability, 76.6% have declared no disability.</li> <li>• Around 7.1% of colleagues identify as having caring responsibilities, while 38.6% have confirmed they are not carers. Notably all colleagues at grade 2 have declared carer status and 91% at grade 5.</li> </ul> <p><b><u>Voluntary Redundancy Data</u></b></p> <p><b>Voluntary Redundancy Requests 2022 – 2025</b>  Approved and complete: 22  Did not progress to formal application: 1  Not taken forward: 2</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>
		<p>Requests declined: 15 Total: 40</p> <p><b>Requests by Gender</b> Male: 33% Female: 67%</p> <ul style="list-style-type: none"> <li>• The gender breakdown of voluntary redundancy applicants broadly reflects the overall gender composition of the Council's workforce, which is approximately 70% female and 30% male.</li> <li>• Given the Council's overall female majority workforce, the higher proportion of women among VR participants is expected and not indicative of gender imbalance in access to the scheme. Instead, it reflects the demographic composition of the workforce.</li> <li>• However, from a workforce planning perspective, it will be important to monitor whether mid-career female leavers (particularly at grades 7-10) affect future leadership pipelines and succession planning, as voluntary exits may result in the loss of valuable experience and service knowledge.</li> </ul> <p><b>Requests by Age</b> 22-30: 3% 31-40: 3% 41-50: 18% 51-60: 44% 61-68: 31% 69+: 3%</p> <ul style="list-style-type: none"> <li>• A strong pattern emerges that many of those accepting or being approved for VR are in the older age band of 51-68 and beyond. This distribution shows that most VR approvals occur later in careers, consistent with wider sector trends where colleagues approaching retirement or seeking to access pension benefits are more likely to volunteer.</li> </ul> <p><b><u>Redeployment Register Data</u></b></p> <p><b>Colleagues on the Redeployment Register</b> From 2022 until present there have been 47 colleagues on the redeployment register.</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
		<p>Currently live on the register: 20  Permanent Post found: 12  Retired: 5  Voluntary Redundancy: 9  Resignation: 1</p> <p><b>The 46 colleagues on the register</b>  Average length on the register: 3.4 years  Shortest time: 0.23 years  Longest time: 9.44 years (ongoing)</p> <p><b>The 20 colleagues still on the register</b>  Average length on the register: 4.24 years  Shortest time: 0.27 years  Longest time: 9.44 years</p> <p><b>Redeployees by Gender</b>  Male: 40.43%  Female: 59.58%</p> <p><b>Redeployees by Age (current age, not age they were added to the register)</b>  31 to 40: 8.5%  41 to 50: 14.9%  51 to 60: 48.9%  61 to 64: 19.1%  65+: 8.5%</p> <p><b>Redeployees by Grade</b>  Grade 1: n/a  Grade 2: n/a  Grade 3: 2.1%  Grade 4: 2.1%  Grade 5: 4.3%  Grade 6: 10.6%  Grade 7: 23.4%  Grade 8: 21.3%  Grade 9: 6.4%  Grade 10: 21.3%  Grade 11: 4.3%  Grade 12: 4.3%</p>
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation		
Data on equality outcomes	City of Edinburgh Council's <a href="#">Equality and Diversity framework</a>	<p>This policy will apply to all colleagues in the Council.</p> <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>

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
		<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>
Research/literature evidence	Managing Change background research Summary Document shared with attendees prior to meeting.	
Public/patient/client experience information	Not applicable.	
Evidence of inclusive engagement of people who use the service and involvement findings	<p>Feedback from engagement sessions &amp; all staff survey.</p> <p>Working Group</p>	<p>An anonymous survey will be available for colleagues to complete; this has been created through MS Forms. A Managers News will be published in the 18<sup>th</sup> November and a Newsbeat Article on the 20<sup>th</sup>. The survey closed on the 16<sup>th</sup> of December.</p> <p>Manager feedback sessions have also taken place, more still to be arranged so managers can provide feedback on the policy.</p> <p>Trade Unions feedback sessions have taken place so trade union reps have had an opportunity to share their thoughts on the policy and what more can be added to the user guide.</p> <p>A HR engagement session also took place where colleagues from different areas of HR could feedback and discuss their experience of the policy and the user guide. Colleagues from Relationship, Reward, AskHR, ER and Policy, Organisational Development all took part.</p> <p>As part of the review of the policy a working group has been set up with colleagues from HR, Finance, legal, Change &amp; Delivery as subject matter experts. This should ensure that all aspects of the policy are reviewed and the user guide is fit for purpose. We understand that lots of stakeholders are involved in the application of this policy, and we want to ensure that all of their views and knowledge is used.</p>
Evidence of unmet need	Not applicable	
Good practice guidelines	Managing Change Benchmarking	<b><u>Benchmarking with Local Authorities and other organisations</u></b>

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>
	Summary Document shared with attendees prior to meeting.	<p>Benchmarking has been completed with <b>18</b> Councils across Scotland.</p> <p><b>Structure of policy</b> The structure and scope of policies varied across Councils:</p> <ol style="list-style-type: none"> <li>1. Single ‘Managing Change’ Policies – like ours, these provide an overarching framework covering reviews, consultation, redeployment, redundancy and engagement.</li> <li>2. Separate standalone policies – many councils split content across multiple documents, e.g., separate redeployment, redundancy (severance) and organisational review policies.</li> <li>3. Integrated recruitment journey policies – a small number of Councils have end-to-end policies that incorporate redeployment into the wider recruitment process.</li> <li>4. Notably, where Councils had a standalone Redeployment Policy, this often extended beyond organisational change situations to cover redeployment linked to medical capability and ill health, Performance management outcomes and Disciplinary or conduct matters</li> </ol> <p><b>Principles</b> Despite differences in structure, the majority of policies emphasise similar principles and the approach to engagement is broadly aligned across councils with emphasis on both informal and formal engagement.</p> <p><b>Type of change</b> Some Councils distinguish between minor and major organisational change:</p> <ul style="list-style-type: none"> <li>• Minor changes – e.g., small team restructures, reporting line changes</li> <li>• Major changes – e.g., large service redesigns, workforce reduction</li> </ul> <p><b>Redundancy</b> Approaches to voluntary redundancy were broadly consistent. Councils emphasise a commitment to avoiding compulsory redundancy, using it only as a last resort.</p> <p><b>Redeployment</b></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>
	ACAS Guidance	<p>Redeployment is one of the most variable areas across Councils:</p> <ul style="list-style-type: none"> <li>• Duration: many councils apply a fixed window, during which employees are placed on a redeployment register.</li> <li>• Clarity of process – some councils are explicit about expectations during the redeployment period, while others provided limited detail on what colleagues should be doing while on the register</li> <li>• Next steps – A few councils specify that if redeployment is unsuccessful after the set period, a meeting will be set up with the colleague and next steps are agreed. However, Councils are often not clear on what exactly the next steps are.</li> </ul> <p>Legislative, regulatory and ACAS guidance provides clarity on the consultation process, suggesting that formal consultation should involve employees (and their representatives) and management jointly examining and discussing issues of mutual concern, with a view to seeking agreement on:</p> <ul style="list-style-type: none"> <li>• ways of avoiding proposed redundancies;</li> <li>• ways of reducing the number of employees to be made redundant; and</li> <li>• ways of mitigating the effects of redundancy on individuals</li> </ul>
Carbon emissions generated/reduced data	Not applicable.	
Environmental data	Not applicable.	
Risk from cumulative impacts	Not applicable.	
Other (please specify)	<p>UK Redundancy figures</p> <p><a href="#">LFS ILO Redundancy rate for the UK</a></p>	<p><b>Recent UK redundancy figures (2024-2025)</b></p> <ul style="list-style-type: none"> <li>• <b>Quarterly estimate:</b> 104,000 redundancies for the three months to September 2025, a significant increase of 18 from the previous year.</li> <li>• <b>Yearly estimate:</b> Approximately 112,000 for the quarter ending January 2025.</li> <li>• <b>Redundancy rate:</b> 3.5 per thousand people in the three months to September 2025, and 3.8 per thousand in the quarter ending January 2025.</li> </ul>

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
	<a href="#">CIPD Labour Market Outlook, Views from Employers, Spring 2025</a>  <a href="#">Redundancy: Your Right Gov.uk Website</a>	<p>Labour Market Outlook report covers some information on redundancy.</p> <p>Out of the 419 employers that conducted a redundancy programme, 41% offered the minimum statutory amount.<sup>2</sup> Fifty per cent of workplaces offered those workers made redundant an enhanced redundancy package. A third (34%) of employers aiming to retain staff by allowing employees to try out an alternative role for more than four weeks without giving up their right to redundancy pay</p> <p>Information on an employee's rights during consultation and redundancy.</p>
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><b>Positives</b></p> <p>All Colleagues who are on maternity, adoption or other family leave will have explicit protection.</p> <p>Fair and consistent approach will help ensure colleagues are treated the same. Policy will be implemented for a colleagues and no colleagues should be negatively impacted.</p> <p>Emphasis on support during change benefits all groups.</p> <p>Protections around reasonable adjustments will help disabled colleagues. They also have explicit protections in place when they are a redeployee and note an interest in the post.</p> <p>The stronger emphasis on support, training and development is positive for older colleagues, particularly where they are moving into new roles or structures.</p>	<p><b>People with protected characteristics</b></p> <p>All colleagues</p> <p>All colleagues</p> <p>All colleagues</p> <p>Colleagues with a disability</p> <p>All colleagues</p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>The group noted that IIA's for all major change is a positive to pick up if change affects a higher concentration of a protected characteristic.</p> <p>Colleagues who are placed in the same selection pool will be considered fairly for the available roles, without bias or preferential treatment.</p> <p>Redeployment and no compulsory redundancy principals reduce economic inequality and protect job security.</p> <p>Colleagues with lower levels of literacy/numeracy may not understand the policy and user guide as well. There will be support in place for these colleagues and changes to the policy and user guide should give better clarity.</p> <p>There are protections set out for reservists as part of the reservist policy. This includes employees being given preference over other employees if they are mobilised.</p> <p>Pace for colleagues who are redeployed into a post at a lower grade.</p> <p>All Colleagues working in different settings (community based, homeworking) will be equally engaged and informed.</p> <p>There's fair and consistent treatment during the pooling and selection process.</p> <p>As part of the policy as communication plan will take place which should addressed any barriers. The Council will address potential barriers to engagement with major organisational change in relation to part-time colleagues, seconded colleagues and colleagues on</p>	<p>All colleagues</p> <p>All colleagues</p> <p><b>Those vulnerable to falling into poverty.</b></p> <p>All colleagues</p> <p>All colleagues</p> <p>Reservists</p> <p>All colleagues</p> <p><b>Geographical communities</b></p> <p>All colleagues</p> <p><b>Staff</b></p> <p>All colleagues</p> <p>All colleagues</p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>career breaks by using alternative methods of communication to contact them.</p> <p>All colleagues on Fixed term, secondment, acting up colleagues, there is guidance on whether to engage with them as part of the process and whether they are in scope of any change.</p> <p>The structured engagement process supports inclusion by encouraging early dialogue and participation.</p> <p>Changes made to services should be objective based on evidence and more clarity on vision.</p> <p>Using the policy should look to improve services and the quality of service given.</p> <p>Using the policy and review service performance can create new proposals and offer new ways of working.</p> <p>Separate user guide for redeployment should make the process easier to follow and separates the process after implementation.</p> <p>There is a vagueness at the moment around managing those on the redeployment register and how we manage colleagues who don't engage or decline a suitable alternative. New changes to the user guide should give more clarity and take a more proactive approach to managing the process.</p>	<p>All colleagues</p> <p><b>Eliminate discrimination and harassment</b></p> <p>All colleagues</p> <p>All colleagues</p> <p><b>Advance equality of opportunity e.g. improve access / quality of services / digital access</b></p> <p>All colleagues</p> <p>All colleagues</p> <p>All colleagues</p> <p>All colleagues</p> <p><b>Foster good relations within and between people who share protected characteristics</b></p>

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
<p>Early engagement and consistent consultation will help to build trust between colleagues with different backgrounds and protected characteristics.</p> <p>Policy encourages early engagement, and feedback from colleagues. This should allow colleagues to share thoughts on the service and potentially shape the proposal.</p> <p>By clearly setting out the roles and responsibilities of managers, colleagues and trade unions helps ensure that all groups are treated equitably.</p> <p>All colleagues will have equal access to information, support and opportunity.</p> <p>All colleagues – embracing change can offer new and different opportunities to colleagues</p> <p>All colleagues – the user guide will give more clarity to VR and assure colleagues that there are no compulsory redundancies and that notes of interest of VR are based on approval.</p> <p>Introduction of role and responsibilities in the policy should give more clarity to colleagues, managers, trade unions, project teams, senior leaders and HR.</p> <p>Wellbeing and mental health resources available to support.</p>	<p>All colleagues</p> <p><b>Enable people to have more control of their social/work environment</b></p> <p>All colleagues</p> <p><b>Reduce differences in status between different groups of people</b></p> <p>All colleagues</p> <p><b>Promote participation, inclusion, dignity and control over decisions</b></p> <p>All colleagues</p> <p><b>Promote healthier lifestyles</b></p> <p>All colleagues</p>

<b>Equality, Health and Wellbeing and Human Rights and Children's Rights</b>	<b>Affected populations</b>
<p><b>Negatives</b></p> <p>Older colleagues' resistance to change, they may be less engaged in the change process. Content of the policy may be supportive but change in general can be difficult to manage.</p> <p>From the data older colleagues are often those that are displaced and therefore more negatively impacted by change.</p> <p>Redeployees- those that are on the register are on there for a extended period of time. Colleagues aren't clear on what the future holds.</p> <p>VR even at the reduced rate is approved by finance and we are often declining requests due to the financial impact but taking the choice away from colleagues.</p> <p>A change process can negatively impact a colleague's wellbeing especially when there is a risk of displacement and the process takes a long time.</p>	<p>Older colleagues</p> <p>Older colleagues</p> <p>All colleagues</p> <p>All colleagues</p> <p>All colleagues</p>

<b>Environment and Sustainability including climate change emissions and impacts</b>	<b>Affected populations</b>
<b>Positive</b>	N/A
<b>Negative</b>	N/A

<b>Economic</b>	<b>Affected populations</b>
<p><b>Positive</b></p> <p>Change reviews should look to improve quality of services and cost saving.</p> <p>Using the policy should improve service delivery and working conditions. Where a structure changes this may create new jobs or opportunities for people internally and externally.</p>	<p>All colleagues</p> <p>All colleagues</p>

Economic	Affected populations
<p><b>Negative</b></p> <p>Not following the policy correctly could lead to multiple displaced colleagues on the redeployment register for an extended period and ultimately costing the service area more than the cost of accepting VR.</p>	<p>All colleagues</p>

- 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 colleagues, 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 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 will be engaged to update/create learning in relation to organisational change and these will 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:**

<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>

**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?**

The Policy and user guide will be reviewed as and when a change to the existing policy deems this necessary, primarily as a result of: changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation. These conditions would not exclude a change to legislation providing protections to vulnerable groups.

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

**Name - Nareen Turnbull**

**Date 04/02/2026**

**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)

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