

Integrated impact assessment (IIA) Template

Complete as a record of your assessment.

Read the IIA guidance before completing this template.

Title of proposal
Customer Services – Organisation Review of Planning and Building Standards Transactions Team
Purpose of proposed work
The Planning and Building Standards function is a dual-purpose statutory service responsible for managing the development, use of land, and structural safety of buildings in the public interest. Customer Services administers the transactional element of this on behalf of Planning and Building Standards. The systems used have transformed digitally over the last 5 years, changing the resource profile required to support Edinburgh as it continues to grow through the building of new homes and changes to existing construction. To ensure the stability of resource and the continued success of these initiatives, we will be restructuring the Planning and Building Standards Transactional Team. This will include a service realignment for the Plan Store activity to the corporate team who manage all other records on behalf of the Council. There will be no reduction to existing headcount or grade but increased progression opportunities through the proposed team structure.
Lead officer, name, job title, service and department
Cheryl Hynd, Customer Manager – Revenue and Applications, Customer Services
Additional colleagues: name, job title, service and department
Fiona Law, Transactions Team Manager – Revenue and Applications, Customer Services
Date
14/7/26
Briefly describe public involvement in this proposal to date and planned
Organisational Staff Review which does not have public involvement.

Impacts

1 Equality impacts

We want to ensure our proposals are fair for everyone. Consider potential positive and negative impacts of your proposal on groups/people with [protected characteristics](#). Assessment of impact means we consider the needs of everyone

with an “intersectional lens.” This means looking at the impact that different protected characteristics and other factors can have on people.

Consider if your proposal will help:

- prevent discrimination
- advance equal opportunities by reducing disadvantage and meeting different needs, and
- foster good relations by encouraging inclusion and understanding.

Consider if your proposal could impact on groups/people with protected characteristics. Tick all that apply

	Negative impact	Positive impact	No impact
1. Age		√	
2. Disability		√	
3. Gender reassignment			√
4. Marriage and civil partnership			√
5. Pregnancy and maternity			√
6. Race			√
7. Religion or belief			√
8. Sex			√
9. Sexual orientation			√
10. Care experienced children and young people			√

Use the text box below to describe the differential impacts you have identified on each of the groups/people with protected characteristics. Consider any intersectional impacts.

The organisation review impacts all staff members equally. We have colleagues within the review that have a disability and also those who are on flexible retirement. It is noted that some staff may not have disclosed protected characteristics to management. However, in addition to the group engagement we will meet colleagues on a 1:1 basis that will provide more detailed feedback.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Example: A proposal to increase charges will impact women more than men as we know women are more likely to be vulnerable to poverty. The [Gendered Nature of Poverty briefing note](#) provides an overview of this issue and why it matters.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

Output from Engagement (pre review) 10/6/26 – 2/7/26.

No feedback from the engagement period correlated to protected characteristics of colleagues. Questions raised were more general in nature and covered all staff; 1) confirming there would be no job losses and 2) the location of the Plan Store if it were to be realigned to another department.

All feedback has been shared with staff and union colleagues on a weekly basis.

Review documentation is published as per Council's managing change policy on the ORB.

Positive Impact

No headcount reduction and increased career opportunities through the proposed team model. No reduction of grade for staff only new promoted opportunities.

Please record any mitigating actions for any negative impacts identified, at Section 9 of this template

2 Human Rights impacts

The Council must act compatibly with Human Rights legislation. Think about what kind of impact the proposal may have on people in terms of [Human Rights](#). Use the text box below to describe which Human Rights Articles are relevant, which groups are affected and what the potential impacts are.

Internal review, managing change policy followed. No known impacts on Human Rights.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 9 of this template

3 Children's Rights impacts

The Council must act compatibly with Children's Rights legislation. Think about what kind of impact the proposal may have on children and young people in terms of [Children's Rights](#). Use the text box below to describe which Children's Rights Articles are relevant, which groups are affected and what the potential impacts are.

Internal staff review, children's rights not impacted.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 9 of this template

4 Socio-economic disadvantage impacts

The Council has a duty to consider how it can reduce inequalities of outcome caused by [socio-economic disadvantage](#), when making strategic decisions. However, to support the Council's Business Plan priorities, the Council considers it best practice to consider the potential impact that all relevant proposals may have on people experiencing socio- economic disadvantage and how inequalities of outcome can be reduced.

Consider if your proposal could impact on any of the below groups? Tick all that apply.

	Negative impact	Positive impact	No impact
Low income – cannot afford to maintain regular payments such as bills, food, clothing			√
Low/no wealth – enough money to meet basic living costs and pay bills but have no savings to deal with unexpected spends and no provision for the future			√
Material deprivation – being unable to access basic goods and services, ie home contents insurance, repair/replace broken electrical goods, warm winter coat			√
Area deprivation (including communities of interest and communities of place) – where you live, where you work, visit or spend a continuous amount of time can all have an impact ie rural areas, accessibility of transport, education and			√

	Negative impact	Positive impact	No impact
employment impact, people who have experienced homelessness and/or the asylum system, those who share an identity and/or protected characteristic			
Socio-economic background – disadvantage that can arise from parents' education, employment and income, social class in other words.			√

Use the text box below to describe the impacts you have identified on each of the groups above, and how you can reduce inequalities of outcome?

No headcount reduction, staff organisation review using existing job descriptions. Career opportunities at Senior Transactions Officer identified.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 9 of this template.

5 Climate and nature impacts

The Council has a [duty](#) to reduce greenhouse gas emissions, adapt to the impacts of climate change, incorporate the principles of sustainability into decisions and actions, and ensure a just transition (just transition only applies to climate mitigation or adaption projects).

Consider if your proposal could impact on any of the below? Tick all that apply.

	Negative impact	Positive impact	No impact
Climate Mitigation - opportunities to reduce greenhouse gas emissions			√
Climate Adaptation - opportunities to prepare for future changes in our climate			√
Just Transition – opportunities to ensure a fair shift to a low carbon economy that doesn't disadvantage people or increase inequality			√
Nature Recovery Impacts			√
Overall Sustainability			√

Use the text box below to describe the impacts you have identified on each of the sections above and then consider how you can reduce greenhouse gas emissions, adapt to the impacts of climate change, incorporate the principles of sustainability into decisions and actions, and ensure a just transition. Also consider any cumulative effects of climate change on people.

Internal staff review, no climate and nature impacts identified.

Use the text box below to describe the impacts you have identified on nature.

N/A

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

Please record any mitigating actions for any negative impacts identified, at Section 9 of this template

6 Strategic Environment Assessment (SEA)

Could your proposal result in significant environmental effects? If yes, you may need to complete a Strategic Environment Assessment? Information is available on the [Scottish Government SEA website](#).

Yes	No ✓
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7 Consumer Duty

The Council has a duty to consider consumers' interests when making strategic decisions. If this applies to your proposal, you may need to complete a [consumer duty impact assessment](#). Information is available on the [Consumer Scotland website](#).

Yes	No ✓
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8 Communications

Record how you will communicate information about this proposal change to those with different communication needs using [inclusive communications guidance and resources](#).

Following the managing change policy, group presentations, 1:1's with staff, weekly email update from management.

9 Contractors

Is any part of this proposal to be carried out wholly or partly by contractors and if so, how will equality, human rights, children's rights and climate and nature issues be addressed?

N/A

10 Actions

Record your actions in the table below. Actions may include:

- mitigations to reduce or eliminate negative impacts
- advancing equality of opportunity and fostering good relations
- addressing cumulative impacts
- collecting additional evidence
- financial implications
- risks
- any other actions.

Actions	Who will take them forward (name and job title)	Deadline for progressing	Review date (add name and job title)

Communication of change and progress	Cheryl Hynd Customer Manager - Transactions	10/6/26 until review concluded	1/11/26
Staff 1:1's	Cheryl Hynd Customer Manager – Transactions & Fiona Law Transactions Team Manager	23/7/26 until 30/9/26	1/10/26

11 Monitoring impact

Monitoring ensures that your proposal is effective and any issues are addressed.

Record your actions in the table below. Actions may include:

- how impacts on protected characteristics will be monitored, once the proposal has been introduced and implemented
- how IIA agreed actions will be monitored
- review process and timescales
- officer responsible.

Actions to monitor impact of proposal	Who will take them forward (name and job title)	Deadline for progressing	Review date (add name and job title)
Staff 1:1's for the review	Cheryl Hynd Customer Manager – Transactions & Fiona Law Transactions Team Manager	23/7/26 until 30/9/26	1/10/26

12 Next steps

Elected members must have access to IIAs in order to scrutinise them before making decisions. You must:

- share the IIA with them (this can be at draft stage for an APM meeting)
- complete the [committee report](#) with:
 - a summary of the identified impacts at section 7 of the committee report template: key policies

- actions to address them at section 5 of the committee report template: next steps
- provide a link to the published IIA or attach as an appendix.

13 Quality assurance and approval

Complete the quality assurance checklist. ✓

Send the quality assurance checklist and your completed IIA to your Head of Service for approval.

14 Authorisation

Name and title
Neil Jamieson, Head of Customer Services
Date
14/7/26

15 Publication

Send the approved IIA template to the relevant contact for publication. Ensure the title of the IIA is clear and concise, without acronyms and the content, layout and language style is [inclusive and accessible](#).

The City of Edinburgh Council:

- integratedimpactassessments@edinburgh.gov.uk to be published on the [Council website](#)

Edinburgh Integration Joint Board/Health and Social Care:

- sarah.bryson@edinburgh.gov.uk to be published on the [EH&SCP website](#)

Keep a copy of your template for a period of at least three years (longer if needed for business reasons).