

Integrated impact assessment (IIA) Template

Complete as a record of your assessment.

Read the IIA guidance before completing this template.

Title of proposal
Hybrid Mail Contract
Purpose of proposed work
Sending Letters directly from desktops to Mail production unit.
Lead officer, name, job title, service and department
Campbell Hardie, Operations Manager, Print, Mail, Scan Team, Customer and Digital Services.
Additional colleagues: name, job title, service and department
Insert text
Date
7 th August 2026
Briefly describe public involvement in this proposal to date and planned
The City of Edinburgh Council currently send approximately 450,000 letters to service users, per annum, via the current solution "Royal Mail Hybrid Mail". The new tender process will be to review all costs and service to ensure best value for the Council. As part of this process, staff account holders will enter service users addresses onto letters / envelopes to fulfil the mailing process. Once processed, these letters will be automatically produced at a mailing house before being handed over to Royal Mail to fulfil the "final mile" delivery process. The final part of the process is the postman delivering the letter to the intended address.

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			X
2. Disability			X
3. Gender reassignment			X
4. Marriage and civil partnership			X
5. Pregnancy and maternity			X
6. Race			X
7. Religion or belief			X
8. Sex			X
9. Sexual orientation			X
10. Care experienced children and young people			X

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.

I do not believe this contract will have any bearing or any impact on any of the groups, simply because this is about delivering post to known postal addresses held on account by the City of Edinburgh Council.

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.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 10 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.

I don't believe this will have an effect on anyone's human rights. If anything, this initiative will impact service users positively as it's an additional communication resource which ensures important information reaches the correct audience.

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 10 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.

I don't believe this will have an effect on children's rights. If anything, this initiative will impact service users positively as it's an additional communication resource which ensures important information reaches the correct audience.

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 10 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			x
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			x
Material deprivation – being unable to access basic goods and services, ie home contents insurance, repair/replace broken electrical goods, warm winter coat			x
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 employment impact, people who have experienced homelessness and/or the asylum system, those who share an identity and/or protected characteristic			x
Socio-economic background – disadvantage that can arise from parents' education, employment and income, social class in other words.			x

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?

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.

As the current contract manager, I have all the information required to make these informed decisions. The Framework I am working on is a communication tool which is beneficial for all service users, especially those who don't have access to on-line services. Having this product is key in keeping a robust line of communication with all appropriate citizens.

Please record any mitigating actions for any negative impacts identified, at Section 10 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		x	
Climate Adaptation - opportunities to prepare for future changes in our climate		x	
Just Transition – opportunities to ensure a fair shift to a low carbon economy that doesn't disadvantage people or increase inequality		x	
Nature Recovery Impacts		x	
Overall Sustainability		x	

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.

Reduced costs associated with transport, postage, paper, copier use and storage of documents will contribute to the overall savings agreed as part of the Council budget. Use of this product moves us away from a reliance on photocopiers and reduces the requirements for internal mail van runs. In addition to previously mentioned environmental benefits, this product enables some staff to work from home, reducing reliance on private or public transport.

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

Reduced mail runs and only using EV's for the mail.

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.

All evidence used for this IIA has come from my experience of managing the current contract and managing the changes required to support this IIA.

Please record any mitigating actions for any negative impacts identified, at Section 10 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](#).

No

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](#).

No

8 Communications

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

Communications will be to our internal staff and comply with our own communications principles. A member of the communications team is on the project to ensure we best communicate messages using the right mediums and formats as we consult and roll out further. ■

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?

This proposal will be carried out wholly by contractors. Any issues will be addressed via robust contract management.

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)
Environmental and community benefits agreed through contract awards will be monitored	Campbell Hardie, Operations Manager	At award of contract monitoring and review periods will be agreed.	3 months after contract award.
A communications plan to be developed ■	Communications Manager / Operations Manager / Project Manager	Once the contract has been awarded and	

		prior to roll out.	
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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)
• How impacts on protected characteristics will be monitored, once the proposal has been introduced and implemented	Campbell Hardie, Operations Manager	At Contract meetings	
• How IIA agreed actions will be monitored	Campbell Hardie, Operations Manager	At Contract meetings	

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
25/08/2026

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).