

## Section 4 Integrated Impact Assessment

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### Summary Report Template

Each of the numbered sections below must be completed

Interim report	<input type="checkbox"/>	Final report	<input checked="" type="checkbox"/>	(Tick as appropriate)
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**1. Title of proposal**

Voluntary Early Release Arrangement (VERA) in relation to Senior Management, Grades 9-12 and Heads of Service.

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

A reduction in Senior Managers within the Council, meaning a potential restructure.

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

As this is an internal matter there was no public involvement.

**4. Is the proposal considered strategic under the [Fairer Scotland Duty](#)?**

Yes.

**5. Date of IIA**

19 March 2021.

**6. Who was present at the IIA? Identify facilitator, Lead Officer, report writer and any partnership representative present and main stakeholder (e.g. NHS, Council)**

Name	Job Title	Date of IIA training
Paul Dickson	ER Consultant	22/5/19
Steven Wright	Lead Consultant (Strategy)	
Amanda McAdam	HR Consultant	
Elaine Wishart	HR Consultant	

<b>John Connarty</b>	<b>Business Partnering Senior Manager</b>	
<b>Amy Hood</b>	<b>Senior Solicitor- Employment</b>	
<b>Peter Watton</b>	<b>Head of Property &amp; Facilities Management</b>	
<b>Gareth Barwell</b>	<b>Head of Place Management</b>	
<b>Michael Thain</b>	<b>Head of Place Development</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?
Data on populations in need	i-Trent report	<p>Report collated to include all in scope colleagues included info on gender split</p> <p>472 colleagues in total Grade 9 – HOS (excludes Fixed Term, Acting Up and Secondments)</p> <p>249 Female (53%) 220 Male (47%) 3 No details (1%)</p>
Data on service uptake/access	Face to face sessions with Directors/HoS CLT briefings	<p>All service areas were consulted, including all in scope colleagues, including info on who applied/was approved</p> <p><b>Number of applications</b> 26 Female (46%) 31 Male (54%)</p> <p><b>Approved</b> 21 Approved (37%) 36 Not Approved (63%)</p> <p><b>Of the 21 Approved</b> 7 Female (33%) 14 Male (67%)</p> <p><b>Those who chose to leave (18)</b> 6 Female (33%) 12 Male (67%)</p>
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.	i-Trent Report	Report collated to include all in scope colleagues
Data on equality outcomes	i-Trent Report	<p>Report collated to include all in scope colleagues</p> <p>422 – White (89%) 43 – No Details (9%) 7 Other Ethnicity (2%)</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?</b>
Research/literature evidence	2020/21 budget  CLT Briefing  Policy and Sustainability Committee  Trade Unions  In scope colleagues  VERA Policy  Legal/Finance  Leavers checklist	Senior Management review identified  Corporate Leadership team consultations  VERA Funds approval released Oct 20  TU Engagement, Aug, Sep, Oct 2020  ALL colleagues from in scope areas identified  Policy principles adhered to  Legal and financial aspects adhered to Leavers process adhered to including transition plans
Public/patient/client experience information	VERA Inbox AskHR	All colleagues able to raise issues directly with their line managers, Heads of Service, Directors or HR
Evidence of inclusive engagement of people who use the service and involvement findings	Face to face briefing sessions, ORB content, VERA inbox, AskHR	All in scope colleagues were notified whether they were working, off sick, on maternity/pat leave etc
Evidence of unmet need	n/a	
Good practice guidelines	VERA Policy	Principles followed in relation to decision making, i.e. sound business case, requirement to retain knowledge and skills, financial impact (costs), financial impact (savings)
Carbon emissions generated/reduced data	n/a	
Environmental data	n/a	
Risk from cumulative impacts	n/a	
Other (please specify)	n/a	

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected?
Additional evidence required	n/a	

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

<b>Equality, Health and Wellbeing and Human Rights</b>	<b>Affected populations</b>
<p><b>Positive</b>  Applications for VERA were voluntary, the process followed the principles of the VERA policy and there was no pressure on any specific population groups to apply.</p> <p>The Council Leadership Team gave consideration to those colleagues who applied for VERA, before any financial decision was made, with a view to ensuring that critical services wouldn't be affected.</p> <p>As well as being offered the opportunity to apply for VERA, colleagues were also invited to look at flexible retirement or flexible working.</p> <p>Colleagues were also given access to the Employee Assistance programme.</p> <p>To support welfare and minimise the impact on wellbeing of colleagues not leaving the organisation with VERA, interim measures were put in place, such as temporary backfill arrangements where appropriate. These arrangements have also helped to ensure continuity of service in the relevant service areas.</p> <p><b>Negative</b>  Only colleagues who are over 50 are potentially eligible to access their pension if they leave the organisation under VERA i.e. those over 50 may be eligible to access both the VERA payment <i>and</i> their superannuation. VERA is likely to be more attractive to this group of colleagues than those under 50, who would still receive a VERA payment but would not get access to their pension.</p>	<p>All colleagues in GR9-12 and Heads of Service whether full or part-time.</p> <p>All</p> <p>All</p> <p>All</p> <p>All colleagues within areas identified where VERA's could be approved</p> <p>Colleagues under 50</p>

<b>Environment and Sustainability including climate change emissions and impacts</b>	<b>Affected populations</b>
<b>Positive</b> none	n/a
<b>Negative</b> none	n/a

<b>Economic including socio-economic disadvantage</b>	<b>Affected populations</b>
<b>Positive</b>  Use of the VERA process helps to address budget pressures within the Council. Despite a reduction in Senior management, front line services will not change therefore Council citizens and local business will not see the direct impact.	Council citizens
<b>Negative</b> As a result of reduced management capacity this may have an impact on those senior managers who remain to deliver the strategic aims of the organisation. By default there is also the potential for this to affect front-line colleagues and Key Performance Indicators will therefore be closely monitored to ensure continuity of service delivery.	Senior managers and front-line colleagues

**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.**

n/a

**11. Is the 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.**

n/a

**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:**

<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>
A review of the VERA Policy will be undertaken	ER Team	Oct-21	

**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?**

Continual review of the services affected by the reduction of senior managers, both the colleagues at senior management level who remain, along with the front-line staff within those service areas.

**16. Sign off by Head of Service/ NHS Project Lead**

**Name Katy Miller**

**Date 12 April 2021**

**17. Publication**

Completed and signed IIAs should be sent to [strategyandbusinessplanning@edinburgh.gov.uk](mailto:strategyandbusinessplanning@edinburgh.gov.uk) to be published on the IIA directory on the Council website [www.edinburgh.gov.uk/impactassessments](http://www.edinburgh.gov.uk/impactassessments)