

Section 4 Integrated Impact Assessment

Summary Report Template

Each of the numbered sections below must be completed

Interim report		Final report	x	(Tick as appropriate)
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1. Title of plan, policy or strategy being assessed

Strategic Workforce Plan 2021-2024

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

The Strategic Workforce Plan, which underpins our People Strategy 2021-2024 (Our Future Council), seeks to ensure we can deliver on our ambitions by making informed and timely decisions about our workforce.

As a result of the significant level of organisational change the Council will experience over the next four years, we expect the profile of our workforce to change considerably. With this in mind, the Strategic Workforce Plan sets out the Council's clear commitment to maximising opportunities, mitigating any risks and closing any gaps to ensure we deliver on our priorities agreed in our Business Plan 2021-2024.

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

No public involvement to date. It is not required practice to consult the public on an inward-looking strategy.

4. Date of IIA

08 April 2021

5. 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	Email
James Bertram	HR Consultant	07/11/2019	James.bertram@edinburgh.gov.uk

	(Facilitator)		
Katy Miller	Head of HR (Lead Officer)	n/a	Katy.miller@edinburgh.gov.uk
Steven Wright	Lead Consultant HR Strategy	07/11/2019	Steven.Wright@edinburgh.gov.uk
Laura Brown	Relationship Lead	n/a	Laura.Brown3@edinburgh.gov.uk
Eleanor Kay	Relationship Lead	n/a	Eleanor.Kay@edinburgh.gov.uk
Amy Hood	Senior Solicitor	n/a	Amy.Hood@edinburgh.gov.uk
Elin Williamson	Business Growth and Inclusion Senior Manager	n/a	Elin.Williamson@edinburgh.gov.uk
Eleanor Cunningham (via email)	Lead Officer (Chief Executive)	n/a	Eleanor.Cunningham@edinburgh.gov.uk
Richard Burgess (via email)	Digital Services, Relations and Service Manager	n/a	Richard.Burgess@edinburgh.gov.uk

6. Evidence available at the time of the IIA

Evidence	Available?	Comments: what does the evidence tell you?
Data on populations in need	Y	iTrent data available, annual workforce control committee papers, gender pay gaps reports & workforce dashboards

Evidence	Available?	Comments: what does the evidence tell you?
Data on service uptake/access	y	iTrent data available, annual workforce control committee paper, gender pay gap reports, workforce dashboards and organisational review data.
Data on equality outcomes	Y	iTrent data available, annual workforce control Committee papers, gender pay gap reports & workforce dashboard
Research/literature evidence	Y	<p>In developing this Strategic Workforce Plan a number of approved Strategies and Frameworks were considered to ensure alignment of strategy, commitments and deliverables.</p> <ul style="list-style-type: none"> • Business Plan – Our Future Council, Our Future City 2021-2024 • People Strategy 2021-2024 (Policy & Sustainability Committee 20 April 2021) • Diversity & Inclusion • Wellbeing Strategy • Performance management framework • Edinburgh Guarantee for All • People Strategy and People Plan 2017 • Digital and Smart City Strategy • Edinburgh Guarantee for All
Public/patient/client experience information	N/A	

Evidence	Available?	Comments: what does the evidence tell you?
Evidence of inclusive engagement of service users and involvement findings	N/A	
Evidence of unmet need	N/A	
Good practice guidelines	Y	<p>Fair Work Framework 2016 & Fair Work Practices, Scottish Government</p> <p>Accounts Commission, How Councils work – Options appraisal: Are you getting it right? 2014</p> <p>Scotland’s Public Sector Workforce, Good Practice Guide, Audit Scotland March 2014</p> <p>Digital Progress in Local Government, Audit Scotland, January 2021</p> <p>CIPD, Workforce Planning, 2020</p>
Environmental data	N/A	
Risk from cumulative impacts	N/A	
Other (please specify)	N/A	
Additional evidence required	N/A	

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

Equality, Health and Wellbeing and Human Rights	Affected populations
<p>Positive</p> <p>It is recognised that the key elements of the Strategic Workforce Plan have potential significant benefits to our</p>	<p>All permanent &</p>

colleagues, customers and our brand / employee value proposition.

The Strategic Workforce Plan is aligned to the Council's Business Plan 2021 – 2024 and People Strategy 2021 - 2024. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce.

Opportunities to continue to support wellbeing, work life balance, inclusion and reduce carbon footprint through our current & proposed enhancements to flexible/blended working.

Annual or bi-annual talent programmes will ensure we always have a fresh talent pool of colleagues that can be approached and utilised when succession planning for key leadership roles.

The plan also demonstrates the significant amount of funds we are committed to invest in our workforce to ensure we can provide the best possible service to the citizens of Edinburgh and help us become more resilient to change in the future.

As one of the largest employers in the city, the plan outlines our aspirations of leading from the front and being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development.

The New Digital Learning Platform will be a key component in allowing colleagues to train and diversify their skillsets. Having a multi-skilled workforce and the flexibility that offers is a key factor in the delivery of our Future Council. The promotion and engagement of staff in the new learning experience platform should lead to many benefits for both our colleagues and the Council as a whole.

The Council is an employer that is committed to paying (& consolidating) the Scottish Local Government Living Wage. Beyond this commitment, we want to work with trade unions and colleagues to further explore what more we can do to ensure that we support the local employment market by offering opportunities with a modern and fair approach to pay and benefits and working practices. This also includes for entry level roles; this is especially evident for modern apprenticeships where we can pay more than the private sector for similar

temporary employees and casual, supply & agency workers supporting services.

<p>roles.</p> <p>Potentially provide agency, supply and casual workers with permanent work opportunities that will provide them with more financial stability and continue to build on our reputation as a fair work employer.</p> <p>Negative</p> <p>Around 5000 Council colleagues don't have a Council email address or access to Council systems including MyHR and the ORB. This causes inequality of accessibility to information for this group of staff. The Council are looking at options to mitigate this issue including your total mobile platform.</p> <p>Older colleagues have less experience/knowledge of digital skills, so might need different communication/support for innovation and change in role etc.</p> <p>Reduction in the engagement of agency workers may result in the potential loss of opportunities for equalities groups who might be over-represented in agencies and seeking a foothold in the employment market.</p> <p>It is recognised that the Council should improve the communications and guidance to managers in regard to other options available (Modern / Graduate Apprenticeships, Kickstart programmes and grants) when a vacancy becomes available.</p>	<p>All permanent & temporary employees and casual, supply & agency workers supporting services.</p> <p>Older colleagues</p> <p>Temporary workers</p> <p>All recruiting line managers/ budget holders with decision making authority</p>
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<p>Environment and Sustainability</p> <p>Positive</p> <p>Embedding smart-working/future ways of working into 2021 and beyond for blended patterns of home working for office-based staff. This will help to support inclusion, a work life balance, wellbeing and reducing our carbon</p>	<p>Affected populations</p> <p>All office-based employees and workers</p>
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<p>footprint.</p> <p>Negative</p> <p>If we are unable to move forward with ‘future ways of working’ then we will miss an opportunity to reduce our carbon footprint and support choice for colleagues. Additionally, it’s recognised that some colleagues will not be able to benefit from this in the same way (e.g. shift workers) as office-based roles.</p>	<p>All employees and workers</p>
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<p>Economic</p> <p>Positive</p> <p>As mentioned above, as a living wage employer, the Council ensures that young people starting in modern apprenticeship roles and colleagues in entry level positions are paid a fair wage. It is noted that this often more than what is offered for comparable roles in the private sector.</p> <p>Negative</p> <p>Budget challenges and pre-approved savings in relation to our workforce will lead to a reduction in overall headcount within our organisation through VERA, voluntary redundancy and non-backfill of vacancies. This may place workload pressure on the colleagues remaining within the organisation.</p>	<p>Affected populations</p> <p>Modern Apprentices and colleagues in entry level roles.</p> <p>Employees choosing to leave the organisation via Voluntary Redundancy & VERA as a result of organisational reviews. Employees in teams where vacancies are not backfilled, but services/workload need to be absorbed.</p>
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8. Is any part of this policy/ service to be carried out wholly or partly by contractors and how will equality, human rights including children’s rights , environmental and sustainability issues be addressed?

Not Applicable

- 9. 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.**

Not Applicable

- 10. Does the policy concern agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use? If yes, an SEA should be completed, and the impacts identified in the IIA should be included in this.**

Not Applicable

11. 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.

Not Applicable

12. Recommendations (these should be drawn from 6 – 11 above)

- Provide further ongoing communications and guidance to managers in regard to options available including Modern / Graduate Apprenticeships, Kickstarter programmes and grants when a vacancy becomes available.
- Whilst technology advancement is predominantly a good thing, we need to ensure no population groups listed under the protected characteristics are left behind and we always have a number of accessible routes to apply for vacancies etc
- To find and implement a suitable digital solution for our colleagues that can't currently access the Council's systems or intranet.

- 13. Specific to this IIA only, what actions have been, or will be, undertaken and by when? 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 contact details)	Deadline for progressing	Review date

14. How will you monitor how this policy, plan or strategy affects different groups, including people with protected characteristics?

This strategy is predominantly internally facing and there are no significant negative impacts anticipated on the population groups cited in previous sections.

15. Sign off by Head of Service/ Project Lead

Name Katy Miller

Date 20th April 2021

16. Publication

Send completed IIA for publication on the relevant website for your organisation. [See Section 5](#) for contacts.

Section 5 Contacts

- **East Lothian Council**

Please send a completed copy of the IIA to equalities@eastlothian.gov.uk and it will be published on the Council website shortly afterwards. Copies of previous assessments are available via http://www.eastlothian.gov.uk/info/751/equality_diversity_and_citizenship/835/equality_and_diversity

- **Midlothian Council**

Please send a completed copy of the IIA to zoe.graham@midlothian.gov.uk and it will be published on the Council website shortly afterwards. Copies of previous assessments are available via http://www.midlothian.gov.uk/downloads/751/equality_and_diversity

- **NHS Lothian**

Completed IIAs should be forwarded to impactassessments@nhslothian.scot.nhs.uk to be published on the NHS Lothian website and available for auditing purposes. Copies of previous impact assessments are available on the NHS Lothian website under Equality and Diversity.

- **The City of Edinburgh Council**

Completed impact assessments should be forwarded to Strategyandbusinessplanning@edinburgh.gov.uk to be published on the Council website.

- **City of Edinburgh Health and Social Care**

Completed and signed IIAs should be sent to Sarah Bryson at sarah.bryson@edinburgh.gov.uk

- **Edinburgh Integration Joint Board**

Completed and signed IIAs should be sent to Sarah Bryson at sarah.bryson@edinburgh.gov.uk

- **West Lothian Council**

Complete impact assessments should be forwarded to the Equalities Officer.