

Integrated Impact Assessment – Summary Report

Each of the numbered sections below must be completed
Please state if the IIA is interim or final

1. Title of proposal

Proposal to move to claims-based process for payment of late pay awards to organisation leavers (Local Government Employees and Learning and Teaching).

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

Organisation leavers will be asked to complete a simple online form to confirm their details and request payment of back-pay for late pay awards. Traditionally payment has been applied automatically to this group.

Note this process will only be required where annual pay awards aren't agreed on time for 1 April implementation.

Asking former employees to contact us to confirm their details through a data protection assessed process supports compliance and allows us to carry out the necessary security checks to ensure monies are released to the correct person and bank account.

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

There has been no general public involvement in this proposal.

4. Is the proposal considered strategic under the Fairer Scotland Duty?

No.

5. Date of IIA

Final IIA, 31 October 2022.

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)

Name	Job Title	Date of IIA training
Steven Wright	Lead Officer	07/11/2019
Fiona Whitelaw	Facilitator/report writer	15/11/2018
Fraser Rowson	Principal Accountant	22/11/2019
Abigail Drummond	Senior Solicitor	n/a
Emma Kilpatrick	Lead Consultant Employee Relations	n/a

Name	Job Title	Date of IIA training
Laura Brown	Lead Consultant – HR Relationship	n/a
Caroline MacKellar	Senior Consultant - OD	n/a

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	n/a	
Data on service uptake/access	n/a	
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.	Not available	
Data on equality outcomes	Presentation attached	<p>The evidence provides the numbers of organisation leavers affected by the proposals in the following protected groups:</p> <ul style="list-style-type: none"> • Sex; • Race; • Disabled; and • Age <p>It also shows the split in respect of fulltime and part time employees which is relevant on the basis that more women than men work part time.</p>
Research/literature evidence	Local authority benchmarking	Benchmarking research shows other Councils we surveyed already follow a claims-based process for leavers' pay award.
Public/patient/client experience information	n/a	
Evidence of inclusive engagement of people who use the service and involvement findings	n/a	
Evidence of unmet need	n/a	
Good practice guidelines	n/a	

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
Carbon emissions generated/reduced data	n/a	
Environmental data	n/a	
Risk from cumulative impacts	n/a	
Other (please specify)	Presentation attached	The evidence also provides the numbers of organisation leavers by leaver reason (resignation, retiral, etc), leavers by grade, leavers by role, total cost of payments across LGE and teaching groups, and average cost of payments.
Additional evidence required	n/a	

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

Equality, Health and Wellbeing and Human Rights	Affected populations
<p>Positive Payment of back-pay for late pay awards will still be applicable to all groups and this is positive given the current cost of living context.</p> <p>Offsetting outstanding leaver overpayments against pay award back-pay reduces debts owed by former employees. In some cases, this will result in some repayment plans being ended early and those affected will no longer have the ongoing burden of repayment of this debt.</p>	Those vulnerable to falling into poverty
<p>Negative Older people and their pensions may be negatively impacted if updated salary values from the pay award aren't applied to retiral cases e.g. final salary pension scheme. In the dataset analysed, 55% of all leavers were in the 40 year and over age bracket and approximately 20% of leavers were linked to retiral.</p> <p>The group felt that pay award claims for those in the 50+ years category should be monitored to identify trends in</p>	Older people

Equality, Health and Wellbeing and Human Rights	Affected populations
<p>uptake, and to establish whether any mitigating actions are required in relation to trends observed.</p>	
<p>Due to the gender makeup of our workforce and the profile of leavers, there's the potential for more part-time women leavers to be adversely affected by the change. In the dataset analysed, females represent 72% of all leavers and 63% of all leavers are part-time.</p> <p>A significant number of leavers were employed in low pay roles where turnover tends to be higher than in the upper grades of the pay structure. Lower paid former colleagues who don't contact us may miss out on back-pay and this could result in hardship, particularly if they'd understood the back-pay would be paid automatically. Analysis of the dataset showed higher turnover in lower graded roles such as Pupil Support Assistant (GR3), Cleaning Operative (GR2), and social care roles (GR3-GR4).</p> <p>Due to the nature of the recent pay awards for 2021/22 and 2022/23, and a tiered approach with emphasis on greater pay for the lowest paid colleagues, the amounts that former colleagues might miss out on if they don't claim may be greater. Historically pay awards have been in the region of 1% to 2% however recent pay awards are closer to 5% and have been more than this for the lower grades (up to 9%).</p> <p>Consideration to be given to process for next of kin for death in service cases who wouldn't have awareness of the process/process change, and where we must ensure tact and sensitivity. Group felt we should continue to follow special process to contact next of kin rather than asking them to contact us.</p>	<p>Men (include trans men), Women (include trans women).</p> <p>Full-time Part-time Staff with protected characteristics Staff vulnerable to falling into poverty</p> <p>Those vulnerable to falling into poverty</p>
<p>There is no disproportionate impact on former disabled employees or former minority ethnic employees when compared with the total leaver population.</p> <p>Consideration needs to be given to the ease and accessibility of completion for the new claims-based process, to ensure the needs of different groups are met. In addition, support must be available to help colleagues complete the process/form if they need.</p>	<p>Disabled people</p> <p>Minority ethnic people</p> <p>People with low literacy/numeracy</p>

Environment and Sustainability including climate change emissions and impacts	Affected populations
Positive N/a	N/a
Negative N/a	N/a

Economic	Affected populations
Positive Any back-pay monies not claimed might represent a cost saving to the Council that could be invested in other services.	Improve quality of and access to services
Negative If former colleagues fail to claim payment, then there's the potential for less back-pay being spent in the local Edinburgh community.	Local businesses

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.

Ensure adequate communication of process change via:

- Guidance on Orb
- Guidance on Work for Us (external site)
- Guidance in leaver letter
- Guidance in leaver checklist for managers
- Highlight at exit interview

Ensure all communication materials are in a simple and accessible format for ease of application. Provide information on further support available for completion of claims-based application form for those with additional support needs.

Engage Interpretation and Translation services as appropriate.

Put in place reasonable time limit for communication of pay awards and for leavers to complete online application form. Put in place an alternative approach for

leavers to complete their form with support from and Advisor over the telephone if they're unable to complete this online for whatever reason.

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.**

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:**

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 job title)	Deadline for progressing	Review date
The IIA identified that additional work is needed in respect of communicating this change before the change can be fully implemented, to ensure adequate stakeholder awareness. It was felt the change should be postponed until adequate communication has taken place. Action: approach CLT for agreement to postpone this change for 2022/23 to 2023/24. This was subsequently approved by CLT in November 2022.	Katy Miller Steven Wright Fiona Whitelaw	November 2022 (action was completed November 2022)	March 2023
The IIA identified a range of actions around communication of the change that need to be in place to ensure stakeholder awareness. These actions will be progressed and implemented for March 2023:	Steven Wright Fiona Whitelaw	February 2023	March 2023

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 job title)	Deadline for progressing	Review date
<ul style="list-style-type: none"> • Guidance on Orb • Guidance on Work for Us (external site) • Guidance in leaver letter • Guidance in leaver checklist for managers <p>Ensure accessibility of all communication materials.</p>			
Put in place additional support to help former colleagues complete the application form to claim payment.	Steven Wright Fiona Whitelaw	February 2023	March 2023
Continue to follow special process for death in service cases where we contact next of kin directly at the time of pay award processing for leavers.	Fiona Whitelaw	February 2023	Leaver pay award 2023/24

14. Are there any negative impacts in section 8 for which there are no identified mitigating actions?

No, providing all actions can be completed according to timeline we should be able to mitigate any negative impacts for delivery of the new process in 2023/24.

15. How will you monitor how this proposal affects different groups, including people with protected characteristics?

The new approach will be implemented from 1 April 2023 and will be utilised in the event of late pay awards from this date onwards. In the first year(s) of using the new process we intend to analyse those who're in touch to claim payment and those who aren't in touch to claim payment to help us scope whether any further mitigating actions can be identified for any groups. We'll also use this insight to consider whether a different approach should be applied to any groups.

16. Sign off by Head of Service

Name Katy Miller

Date 06/01/2023

17. Publication

Completed and signed IIAs should be sent to:

integratedimpactassessments@edinburgh.gov.uk to be published on the Council website www.edinburgh.gov.uk/impactassessments

Edinburgh Integration Joint Board/Health and Social Care

sarah.bryson@edinburgh.gov.uk to be published at www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/