Integrated Impact Assessment – Summary Report

This IIA is a final report.

1.   Title of proposal

City of Edinburgh People Strategy 2024 to 2027

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

The People Strategy enables the delivery of the City of Edinburgh Council's Business Plan (Our Future Council, Our Future City) which sets out an ambitious agenda. Edinburgh has a 2050 City Vision, informed by our citizens saying that they want Edinburgh to be a fair, welcoming, thriving and pioneering city. Taking this forward, the Council's focus is on tackling poverty, delivering a net zero carbon city, and promoting the wellbeing of residents which remains more important than ever.

The People Strategy focuses on continuing to attract and nurture the most talented and public service focused people, both locally and from around the world. Our People Strategy 2024-2027 sets out how we will do this. Our current and future employees are our greatest strength, and the People Strategy sets out the foundations, framework support and opportunities in each theme that will achieve these goals. There are 5 themes in the People Strategy:-

- Attract the best people
- Grow and retain our talent
- Develop exceptional leaders
- Sustain a healthy workplace where our people can thrive
- Invest in equalities, diversity and inclusion.

We will develop detailed plans for the commitments in each theme, which will deliver specific initiatives for current and prospective employees. These in turn will undergo an integrated impact assessment as appropriate.

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

Not applicable

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

No

5. Date of IIA

29 February 2024

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
Ruth Baxendale	Facilitator	IIA Trainer
Kathy McLauchlan	Lead Officer & Report Writer	15.11.2018
Fraser Rowson	Principal Accountant	22.05.2019
Simone Duffy	Senior Communications Officer	n/a
Daniel Greig	Senior Policy & Insight Officer	9/03/22
Alana Baillie	Senior HR Consultant ER & Policy	22.05.2019
Fiona Whitelaw	Lead HR Consultant Total Reward	15.11.2018
Chris Lawson	Head of Health, Safety & Risk	6.09.23
Laura Brown	Lead HR Consultant Relationship	30.01.20
Stefanie Thompson	Senior Solicitor	6.09.23
Mairi Grealis	Lead HR 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		
Data on service uptake/access		
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.		
Data on equality outcomes	Evidence Attached	People Strategy Data pack provides overview of demographic profile of City of Edinburgh workforce, pay gaps, attrition, and recent reasons for leaving. The pack highlights themes in our demographic profile which will be addressed through the people strategy commitments.
Research/literature evidence		
Public/patient/client experience information		
Evidence of inclusive engagement of people who use the service and involvement findings	People Strategy attached	The people strategy outlines how our colleagues, managers, TUs and collegue networks have been engaged
Evidence of unmet need		
Good practice guidelines		
Carbon emissions generated/reduced data		

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
Environmental data		
Risk from cumulative impacts		
Other (please specify)		
Additional evidence required		Additional information provided in the updated data pack to include age profile.

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

Equality, Health and Wellbeing and Human Rights	Affected populations
Positive The commitments to improve flexibility and more part-time working for more senior roles will help address the disproportionate balance of women in lower paid grades and will go some way to improve pay and career progression. These should also have a cumulative impact on colleagues who have more than one protected characteristic – for example the pay gap for part-time minority ethnic women is significantly higher than the gender pay gap for part time women or the ethnicity pay gap.	Women Minority Ethnic women
People with caring responsibilities will also benefit and we know that women have a disproportionately high share of caring responsibilities and a higher risk of poverty than men.	Carers, particularly women with caring responsibilities
Increased flexibility may also result in a positive impact for men and help remove social barriers to part-time working.	Men
Flexibility can benefit all age groups. It is beneficial for - younger people who may wish to balance their "day job" with other paid activities e.g. social media. - older people who may require adjustments to accommodate developing medical conditions or who may wish greater flexibility as they move towards retirement	People of different ages

Equality, Health and Wellbeing and Human Rights	Affected populations
- people aged in-between who require greater flexibility due to the escalating costs for child care or adult dependent care	
Improved flexibility and part-time working may benefit people with disabilities and long-term health conditions to stay in employment depending on their individual needs.	People with disabilities and long-term health conditions
Development of clear career paths, opportunities for development and succession planning from entry level and apprenticeships through to the most senior roles will support attraction of a diverse workforce and help retain people in the organisation.	All employees with protected characteristics, particularly under-represented groups
Attracting greater diversity so that our workforce reflects more closely the community it serves (at all levels) will result in an organisation that makes better decisions. Our commitments in recruitment will make it easier for people to notice our job adverts and apply for jobs. Developing career pathways will help encourage people with low education levels enter our employment and receive help to grow their skills and experience. Re-training opportunities will enable people to continue their careers with us as life circumstances change.	All employees with protected characteristics, particularly under-represented groups
Continuing to support and promote the colleague networks will help build trust and understanding, deepen our appreciation of their lived experience and have a positive impact on people from a broad range of backgrounds and protected characteristics.	People from the LGBTQI+ community, women, minority ethnic people, people of different religions, people with disabilities
Developing a trauma-informed approach to colleague wellbeing will have a positive impact on employees who experience (or have experienced) abuse or harassment during the course of their employment on the basis of their race, religion, sex, sexual orientation, gender re-assignment, age, disability, marriage or pregnancy. In addition, it will provide support for people at work who experience trauma in their personal life as an adult or when they were children, including care-experienced colleagues who the Council has recognised as a protected characteristic.	All employees, including those with protected characteristics and employees who are care-experienced
The focus on culture and Our Behaviours will benefit all employees – addressing discrimination through education and learning and providing structured support for colleagues if they experience it. Embedding Our	All employees

Equality, Health and Wellbeing and Human Rights	Affected populations
Behaviours every day and working with external organisations such as Stonewall will help us to become a place of work where everyone can be themselves.	
Negative It was noted that improving access to flexible and part-time working may result in increased costs for example training costs if 1FTE role is carried out by 2 part-time people. This aspect will be monitored to establish whether this is in fact the case. In addition, improving access to part-time working may result in a higher headcount in teams and a greater span of control for managerial roles. We'll need to monitor the impact of this and take this into consideration in the design of manager roles, so we set colleagues up for success.	

Environment and Sustainability including climate change emissions and impacts	Affected populations
Positive Hybrid working for those relevant employee groups may result in less travel.	
Negative	

Economic	Affected populations
Positive Increasing diversity in the organisation and at senior grades and removing barriers to part-time working has the potential to improve outcomes for under-represented groups as well as improve their financial position.	
Negative	

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?**

Under the five themes of the People Strategy there will be elements that may be provided by a contractor who will be required to comply with the commitments and spirit of the People Strategy as part of the tender process.

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.**

Our communication and engagement approach will continue to include:
- o Dedicated information and engagement space on the Orb with opportunities for colleagues to provide ongoing feedback
- o Digital and face-to-face sessions
- o Internal staff experience survey, including Pulse Surveys and focus groups
- o Use of existing internal digital communication channels and traditional print methods (i.e. posters) where colleagues have reduced/no digital access.

We'll ensure all communications are accessible for all colleagues and consider the best mode of communication for different colleague cohorts.

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 <u>Strategic Environmental Assessment</u> (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.**
No

12. **Additional Information and Evidence Required**

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:**

It was noted that improving access to flexible and part-time working may result in increased headcount, costs and greater spans of control. The impact of this will be monitored over the duration of the People Strategy to establish whether this is in fact the case. In addition, it will be taken into consideration in the design of manager roles.

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
As detailed action plans are developed for each theme IIAs will be conducted as appropriate	Action plan owner in HR	March 2027	March 2027

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?

We will monitor the impact of the People Strategy through KPIs, changes to our workforce demographic data, colleague surveys and pulse checks.

16. Sign off by Head of Service

Name: Nareen Turnbull

Date: 13 March 2024

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/