

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

Mini competition for temporary agency workers and employee recruitment resources specification.

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

This is a replacement contract for a new master supplier to provide CEC with agency Workers and recruitment of employees to approved vacancies.

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

Internal specification, HR have engaged with Procurement colleagues on the creation of the specification.

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

Yes

5. Date of IIA

2 December 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 |
|-----------------|----------------------------------------------------------------|----------------------|
| Steven Wright | Lead Consultant – Employee Life Cycle and Reward (Facilitator) | 7.11.2019 |
| Richard Denholm | Lead HR Consultant, Workforce Planning and Information | |
| Craig Murchie | Senior HR Consultant, Recruitment & Onboarding | |
| James Bertram | Senior HR Consultant, Organisational Development | 7.11.2019 |

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 – where available use disaggregated data | N/A | |
| Data on service uptake/access | Y | The current provider and our own procurement team provide data which gives a breakdown of which service areas use agency workers and the roles being requested. |
| Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation | Y | We have information available from our current provider on the workers they provide to CEC. It is expected that this will be available from the new provider. |
| Data on equality outcomes | Y | Information can be gathered by current provider. We also pay parity with our own workers (SLGLW) for those on assignment with CEC. . |
| Research/literature evidence | Y | MSTAR4 give the specification that the new provider must work towards. |
| Public/patient/client experience information | Y | The current provider meets with the CEC account manager on a monthly bases and regularly visit sites to meet hiring managers. They are also able to provide data on the number of agency workers who join the Council. |
| Evidence of inclusive engagement of people who use the service and involvement findings | N/A | |
| Evidence of unmet need | Y | We receive monthly data from the current provider on the number of assignments filled/not filled. |
| Good practice guidelines | Y | The contract meets the requirements of the Equalities Act, Rehabilitation of Offenders, Agency Worker Regulations, |

| 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 |
|-----------------------------------------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Working Time Directive, CEC Recruitment Policy, and the SLGLW rate set by CoSLA., |
| Carbon emissions generated/reduced data | N/A | |
| Environmental data | N/A | |
| Risk from cumulative impacts | Y | <p>If we don't use agency and the service area cannot fill the vacancy, then there is a risk to service delivery.</p> <p>In addition, agency workers form part of the Target Operating Model for some service areas, if this contract was not in place there would be a risk to service delivery.</p> <p>Agency recruitment can be quicker than "normal" recruitment and this is important when short term ad hoc recruitment is required..</p> |
| Other (please specify) | | |
| Additional evidence required | | |

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

| Equality, Health and Wellbeing and Human Rights and Children's Rights | Affected populations |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <p>Positive: As an equal opportunity employer, we recognise the benefits that a diverse workforce with different values, beliefs, experience, and backgrounds brings. We are committed to building an inclusive culture where all people feel valued, included and able to be at their best.</p> <p>Specification will lead to the employment of additional agency workers, and recruitment of employees, to reduce workload pressures on existing workforce.</p> | <p>All</p> <p>Employees</p> |

| Equality, Health and Wellbeing and Human Rights and Children's Rights | Affected populations |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Specification is in line with good practice with regard to employment rights and employment law, including Agency Worker Rights and Working Time Regulations legislation. | All |
| Specification will enable engagement of agency workers, and recruitment of employees, to deliver vital public to vulnerable citizens and service users 24/7 365 days per year. | All |
| The specification instructs the service provider to ensure fair and non discriminatory procedures in the recruitment of staff, thereby complying with all regulatory and legislative requirements. | All |
| The specification requires robust vetting policies (required pre-employment checks) and procedures are in place to ensure the protection of vulnerable service users and citizens. | All |
| The specification will help people currently unemployed to be engaged in short to long term paid work. | Unemployed |
| Negative More insight on the make up of the agency workforce would be useful and should in included in the new contract. This information will be used as part of Workforce Planning. | All |

| Environment and Sustainability including climate change emissions and impacts | Affected populations |
|-----------------------------------------------------------------------------------------------------|-----------------------------|
| Positive Recruiting front line roles from local communities will reduce the need for travel. | All |
| Negative N/A | |

| Economic | Affected populations |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <p>Positive</p> <p>We parity of pay with all CEC employees</p> <p>Paying the SLGLW can on occasion be the first steps to bringing agency workers out of poverty as this is above the real living wage.</p> <p>The specifications states that all agency workers currently on assignment with us will be automatically TUPEd to a new provider,</p> | <p>All</p> <p>Unemployed</p> <p>All</p> |
| <p>Negative</p> <p>Some agency workers are on assignment for a prolonged period, but their contracts can be ended with one weeks' notice.</p> <p>Reduced T&Cs around sick pay and superannuation, also detriment in annual leave if they transfer to CEC at a later date as their time as a agency worker does not count towards continuity of service.</p> | <p>All</p> <p>All</p> |

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?

This contract will be delivered in full by the successful provider or “tier 2” agencies recruited by the master supplier

Regular meetings with the new provider will be scheduled to discuss the KPIs within the contract. In addition, audits can be undertaken corporately or by service areas using agency workers.

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.

An implementation plan will be agreed internally and communicated to service managers

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 |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------|--------------------|
| Ensure that successful provider mirrors the Council's Recruitment on Care experience and disability interviews | Steven Wright | Post Contract Award | 1/12/2025 |
| Review of equality data available for agency workers on assignment with the Council | Richard Denholm | Post Contract Award | 1/12/2025 |
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14. **Are there any negative impacts in section 8 for which there are no identified mitigating actions?**

N/A

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

Specification will instruct the service provider to provide regular monitoring reports on candidate profile including by all the protected characteristics, thus ensuring good data on which to base an assessment of fair recruitment practice.

16. Sign off by Service Director

Name: Nareen Turnbull, Service Director, Human Resources

Date: 03.12.2024

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/