

Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



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Promoting Equality, Human Rights and Sustainability

Title of Policy/ Proposal	Workforce Strategy
Completion Date	October 2017
Completed by	Marina Naylor
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Type of Initiative:

Policy/Strategy

Programme/Plan

Project

Service

Function

Other

Statement of Intent.....

New or Proposed

Changing/Updated

Review or existing

1. Briefly describe the policy/proposal you are assessing.

Set out a clear understanding of the purpose of the policy being developed or reviewed (e.g. objectives, aims) including the context within which it will operate.

The purpose of the strategy is to ensure that Midlothian Council continues to have a workforce that is able to deliver positive outcomes for the people of Midlothian. This first draft of the workforce strategy sets out an approach to supporting, developing and reshaping the workforce now and in future in response to changes whether as a consequence of national or local issues. It is underpinned by the Council's values and vision.

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

Midlothian Council along with all other Councils in Scotland is required to complete a workforce strategy. Both Audit Scotland and the Council's external auditors will expect to see a workforce strategy that sets out plans for the workforce over the medium term. The Audit Scotland Report 'Local Government in Scotland: Performance and Challenges 2017' reiterates that with reducing budgets and workforce, Councils will find delivering improvements increasingly difficult. It is critical, therefore, that Councils have in place workforce strategies and plans that target effort on priority areas.

Midlothian is the fastest growing council area in Scotland; the Council lead this change with our partners and communities. The finalised Workforce Strategy will help ensure the Council has the right people at the right time and who have the right skills, knowledge and attitude to provide services confidently and competently within this context.

This draft Workforce Strategy is an important stage in outlining the organisation's approach to articulating how workforce issues will be managed to ensure the Council has the people and skills to manage change and deliver service. Together with the finalised workforce strategy there will also be a more detailed Council wide workforce plan, which will set out the actions required to deliver the workforce strategy, and eight service specific workforce plans, which will set out the service specific workforce actions. These are being developed alongside the budget proposals and together will form cohesive plans for the management of workforce issues.

3. Do I need to undertake a Combined Impact Assessment?

High Relevance	Yes/no
The policy/ proposal has consequences for or affects people	y
The policy/proposal has potential to make a significant impact on equality	y
The policy/ proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes	n
The policy/proposal is likely to have a significant environmental impact	n
Low Relevance	
The policy/proposal has little relevance to equality	
The policy/proposal has negligible impact on the economy	
The policy/proposal has no/ minimal impact on the environment	
If you have identified low relevance please give a brief description of your	

reasoning here and send it to your Head of Service to record.

If you have answered yes to high relevance above, please proceed to complete the Integrated Impact Assessment.

4. What information/data/ consultation have you used to inform the policy to date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	Workforce data from various HR systems. Workforce strategy only impacts Council employees
Data on service uptake/access	N/A – proposal only at present
Data on quality/outcomes	N/A – proposal only at present
Research/literature evidence	Workforce planning best practice /Chartered Institute of Personnel & Development (CIPD) Guidance
Service user experience information	Reflected in Service-specific action plans
Consultation and involvement findings	Consultation with relevant Trade Union will be ongoing
Good practice guidelines	Workforce planning guidelines from Audit Scotland
Other (please specify)	None
Is any further information required? How will you	No

gather this?	
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5. How does the policy meet the different needs of and impact on groups in the community?

	Comments – positive/ negative impact
<p>Equality Groups</p> <ul style="list-style-type: none"> • Older people, people in the middle years, • Young people and children • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership 	<p>The workforce as a whole is under consideration. Employees within the protected characteristic groups may be disproportionately affected if their posts come under review when trying to secure alternative employment. Accordingly, during the development and implementation of the Workforce Strategy strict monitoring of protected characteristics will be undertaken and a full Integrated impact Assessment undertaken to ensure no unlawful actions result and mitigating actions are identified and used as required. Consultation with Trade Unions will be an important aspect of identifying any equality concerns that may arise.</p>

<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families • Pensioners • Looked after children • Those leaving care settings (including children and young people and those with illness) • Homeless people • Carers (including young carers) • Those involved in the criminal justice system • Those living in the most deprived communities (bottom 20% SIMD areas) • People misusing services • People with low literacy/numeracy • Others e.g. veterans, students 	<p>The workforce as a whole is under consideration. Any employees falling within any of the groups within this section may be disproportionately affected if their posts come under review when trying to secure alternative employment. Accordingly, during the development and implementation of the Workforce Strategy strict monitoring of categories within this section will be undertaken and a full Integrated impact Assessment undertaken to ensure no unlawful actions result and mitigating actions are identified and used as required. Consultation with Trade Unions will be an important aspect of identifying any equality concerns that may arise.</p>
<p>Geographical communities</p> <ul style="list-style-type: none"> • Rural/ semi rural communities • Urban Communities • Coastal communities 	<p>N/A</p>

6. Are there any other factors which will affect the way this policy impacts on the community or staff groups?

Assessing and responding to equality issues will be a key aspect and taken into consideration when implementing all aspects of the workforce strategy themes. An initial Impact Assessment has been prepared in support of the draft strategy and a comprehensive Impact Assessment will be central to the continued development and delivery the workforce strategies and plans.

There are risks associated with the partial / non delivery of the actions contained within the draft workforce strategy. If the actions are not realised then this will have an impact on the workforce of the future and the Council’s commitment to achieve the right outcomes with our communities.

There are risks of not managing the workforce and the consequence could include, over or under capacity in service areas, people policies not being implemented, and lack of employees engagement resulting in reduced capacity to deliver on commitments to our communities.

Effective measures to reshape and reduce the workforce are increasingly critical in supporting the Council to manage services within the resources available.

7. Is any part of this policy/ service to be carried out wholly or partly by contractors? NO

If yes, how have you included equality and human rights considerations into the contract?

N/A

8. Have you considered how you will communicate information about this policy or policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?

There is the option to have this policy translated into other languages or alternative formats if justifiable requests received.

9. Please consider how your policy will impact on each of the following?

Objectives	Comments
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Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	Ensure equality of treatment of the workforce through equalities monitoring and actions
Promotes good relations within and between people with protected characteristics and tackles harassment	Supported by People Policies: Resolution (for :Local Government Workers (LGW)); Bullying and Harassment for Teachers
Promotes participation, inclusion, dignity and self control over decisions	n/a
Builds family support networks, resilience and community capacity	n/a
Reduces crime and fear of crime	n/a
Promotes healthier lifestyles including <ul style="list-style-type: none"> • diet and nutrition, • sexual health, • substance misuse • Exercise and physical activity. • Lifeskills 	Healthy Working Lives supports employee Health and Wellbeing
Environmental	Not applicable section
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	
Plan for future climate change	
Pollution: air/ water/ soil/ noise	
Protect coastal and inland waters	

Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel / promote sustainable forms or transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	
Maximises income and /or reduces income inequality	Improves the economic circumstances of Midlothian residents who are also employees
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	
Improving literacy and numeracy	
Improves working conditions, including equal pay	
Improves local employment opportunities	

10. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005?

No

11. Action Plan

Identified negative impact	Mitigating circumstances	Mitigating actions	Timeline	Responsible person

12. Sign off by Head of Service/ NHS Project Lead

Name Gary Fairley

Signature

Date 27/09/2017

