

Supporting Good Decisions

Promoting Equality & Human Rights, Reducing Inequality and Protecting the Environment

Integrated Impact Assessment Form

Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability

Title of Policy/ Proposal	2023-2027 Workforce Plan
Timescale for Implementation	2023-2027
IIA Completion Date	4 th January 2023
Completed by	Paolo Vestri
Lead officer	Paolo Vestri

Section 1: Screening

1.1 Briefly describe the policy/proposal/activity you are assessing.

The 2023-2027 Workforce Plan aims to support the Council to achieve the vision, ambitions and objectives set out in the 2022-2027 Council Plan and address the challenges it faces by providing a coherent and consistent approach to ensuring a skilled, flexible, high performing, motivated, and well managed workforce. Our staff are our greatest asset and the Plan sets out how the Council and its staff will continue to work together to respond to the challenges we face in achieving our vision.

The 2023-2027 Workforce Plan forms a key part of the Council's organisational, service and resource planning to support the delivery of the Council Plan. It will support the achievement of the ongoing transformation programme that is central to delivering the changes required – helping to ensure we have the right people with the right knowledge and skills in the right place at the right time. It will be key to ensuring the Council makes informed decisions about our employees, Human Relations policies and organisational development and training plans.

1.2 What will change as a result of this policy?

The Plan includes 32 Actions around three themes:

- Sustain a skilled, flexible resilient and motivated workforce
- Support and initiate transformational change, encouraging and supporting staff to work in a more agile way
- Build and sustain leadership and management capacity

1.3 Deciding if a full Impact Assessment is needed.

Please answer the following questions:

	Yes	No
1. The policy/ proposal has consequences for, or affects people e.g. how they can access a service?		X
2. The policy/proposal has potential to make a significant impact on equality?	X	
3. The policy/proposal is likely to have a significant environmental impact?		X
4. The policy/ proposal has implications for the storage/ collection of personal data?		X

- If you have answered yes to questions 1 and 2 above, please proceed to complete the Integrated Impact Assessment. If you have answered No then an IIA does not need to be completed. Please keep a copy of the screening paperwork.
 - If you have identified that your project will have a significant environmental impact, please proceed to complete the Integrated Impact Assessment. You will also need to consider whether you need to complete a Strategic Environmental Assessment. Please contact
 - If you have answered yes to question 4, please seek further advice from the Data Protection Officer.
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Section 2: Integrated Impact Assessment

2.1 Have those who are affected by the policy had the opportunity to comment on new proposals?

There has been no consultation on the Plan but it has taken into account the results of a survey of Service Managers carried out in spring 2022 and the 2021 employee engagement survey.

A synopsis of the Plan was considered by the Joint Consultative Committee JCC (7th December 2022) which includes representatives of council Trade Unions. Comments made at the JCC have been incorporated into the final version of the Plan.

2.2 What information/data have you used to inform the development of the policy to date?

Workforce profile data
 2021/22 Equalities Monitoring report
 2021/22 Equal Pay Audit
 2021 Employee Engagement Survey

2.3 What does the evidence/ research suggest about the policy’s actual or likely impact on equality groups and those vulnerable/ or experiencing socio-economic disadvantage?

Evidence	Comment
Which groups are in in particular need of this service?	The Plan directly affects council employees rather than service users.
What level of service uptake/ access is there from protected and vulnerable groups?	The 2021/22 Equalities Monitoring Report provides data on the council workforce by protected characteristics which has been used to inform the Workforce Plan.
Can you identify positive outcomes for service users	The 2021-22 employee monitoring information highlights the importance of the work that the Council does to ensure that it meets the duties set out in the Equality Act 2010, and, that it is an employer of choice; provides modern and fair employment opportunities and experiences; and is committed to robust self-evaluation and proactive improvement action. East Lothian Council has continued to encourage employees to feel confident
What is the service user	

experience of those from protected or vulnerable groups?	<p>about declaring their disability, sexual orientation or information about other protected characteristics and this is reflected within the equalities monitoring data. The analysis of the latest information also highlights a number of areas for the Council to focus on, which it intends to target through the actions detailed in this Plan.</p> <p>There has been no consultation on the Plan but it has taken into account the results of a survey of Service Managers carried out in spring 2022 and the 2021 employee engagement survey.</p> <p>A synopsis of the Plan was considered by the Joint Consultative Committee (7th December 2022) which includes representatives of council Trade Unions. Comments made at the JCC have been incorporated in the final version of the Plan.</p>
What opportunity have those from protected groups had to co-produce or comment on the service/ plans?	

2.4 How does the policy meet the different needs of groups in the community?

<p>Equality Groups</p> <ul style="list-style-type: none"> • Older people, people in the middle years • Children and young people 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) 	<p>The Workforce Plan does not directly affect service users. However, over half of the Council workforce are East Lothian residents.</p> <p>East Lothian Council has a good record on equalities and pay equality and has no live equal pay claims. However, as the workforce profile and equal pay data shows there are still key issues that need to be addressed by the council.</p> <p>The Council’s workforce is still traditionally gender defined – care and clerical posts predominantly held by women; crafts, manual and technical posts held by men – and this has meant that the council still has an equal pay gap of over 4%. Further attention needs to continue to be given to ‘breaking down’ these traditional gender stereotypes in different sections of the workforce, including employee and role profiling in Council recruitment, staff communications through the Inform staff e-zine and public communications.</p> <p>Consideration also needs to be given to ‘intersectionality’ – ethnic minority women and women with a disability.</p> <p>The Council adopted an Equality Plan in October 2021. The Equality Plan includes the commitment to the council being an</p>

<ul style="list-style-type: none"> • Minority ethnic people (includes Gypsy/Travellers, migrant workers) • 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>Equal Opportunities employer with the aim of ensuring that our workplace feels inclusive to staff with protected characteristics and is a positive workplace for all employees.</p> <p>Equalities initiatives the council already has in place include:</p> <ul style="list-style-type: none"> • Using the 'Integrated Impact Assessment' framework and guidance • Signed up to use the Disability Confident Symbol • Signed up to become a Carer Positive Employer • Taken the See Me campaign pledge • Taken part in the, now disbanded, Healthy Working Lives National Award Scheme • Flexible employment policies and practices • An Equality Training Plan • Increased the renewal frequency of the mandatory Equality and Diversity training course to annually. <p>All East Lothian Employees have access to:</p> <ul style="list-style-type: none"> • A comprehensive Employee Assistance programme including counselling, occupational health and physiotherapy provision • Educational and Personal Development Training Courses – via both face-to-face sessions and remote learning • Online learning resources via LearnPro • Free Period Products in Council Buildings • Sign Language Support • Online Recite Function – In both English and other additional languages • Listening Ears Service • Carers Hub • A Flexible Family Leave Policy <p>The Workforce Plan emphasises the council's intention to be an Equal Opportunities Employer and supports the delivery of the commitments made in the Council's Equal Opportunities Statement:</p> <p><i>The Council supports equality in our work and employment practices in a number of ways including those below:</i></p> <ul style="list-style-type: none"> • <i>Flexible working employment policies and practices</i> • <i>Provision of a comprehensive Employee Assistance Programme including Occupational Health and Physiotherapy services</i> • <i>Disability Confident Employer accredited</i>
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	<ul style="list-style-type: none"> • <i>Committed to the See Me campaign pledge</i> • <i>Healthy Working Lives accredited</i> • <i>Equality training and development for all employees</i> • <i>Carer Positive accredited</i> <p><i>To help us achieve our goal of having a diverse and inclusive workplace, we have a range of employment policies promoting and supporting equality along with a range of published strategies, plans and reports</i></p> <p>The Workforce Plan does not directly impact on service users. However, the Plan aims to by address the challenges the council faces thereby supporting the delivery of the Council’s vision and the Council Plan.</p> <p>The following action aims to have a positive impact on Equality groups:</p> <p>Support the development of a person-centred, trauma informed and responsive workforce, that:</p> <ul style="list-style-type: none"> • is informed by people with lived experience • recognises the importance of employee wellbeing • recognises where staff and service users are affected by trauma and adversity • responds in ways that prevent further harm and supports recovery, and • can address inequalities and improve life chances
<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Lone Parents • Care experienced children and young people • Carers (including young carers) • Homeless people • Those involved in the 	<p>The Workforce Plan emphasises the council’s intention to be an Equal Opportunities Employer and supports the delivery of the commitments made in the Council’s Equal Opportunities Statement.</p> <p>As the largest employer in East Lothian the Council makes a major contribution to reducing unemployment and its Workforce for the Future strategy gives young unemployed residents employment opportunities</p> <p>Carers – the Council is a Carer Positive Employer</p> <p>The Council pays all employees the Scottish Living Wage</p> <p>Training is being provided for staff to improve their digital skills</p>

<p>community justice system</p> <ul style="list-style-type: none"> • People with low literacy/numeracy • Families with 3 or more children • Those with a child/ children under 1 	
<p>Geographical communities</p> <ul style="list-style-type: none"> • Rural/ semi rural communities • Urban Communities • Coastal communities • Those living in the most deprived communities (bottom 20% SIMD areas) 	<p>As above</p>
<p>Communication Needs:</p> <ul style="list-style-type: none"> • Gaelic Language Speakers • BSL users • English as a Second Language • Other e.g. DeafBlind, Plain English, Large Print 	<p>The Workforce Plan emphasises the council’s intention to be an Equal Opportunities Employer and supports the delivery of the commitments made in the Council’s Equal Opportunities Statement</p>

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

The Workforce Plan impacts on all staff. It is based on delivering the vision:

East Lothian Council will be an employer of choice and our staff will:

- ❖ *have the skills, knowledge, experience and motivation to deliver the highest quality services*
- ❖ *be flexible and adaptable around our changing organisational needs*
- ❖ *take personal responsibility and ownership to be effective in their jobs and take every opportunity to be as productive as possible to deliver their agreed work priorities*
- ❖ *be resilient to change and instigate, as well as adapt to, changes in service delivery*
- ❖ *be satisfied and engaged and feel safe at work*
- ❖ *work in partnership across all services and with the Council's partners and communities to effectively deliver essential services and outcomes*
- ❖ *be customer focused and deliver person centred, trauma informed and inclusive services*
- ❖ *feel valued and recognised for the contribution they make to achieving the Council's vision and objectives*
- ❖ *be supported, empowered and trusted.*

2.6 Is any part of this policy/ service to be carried out wholly or partly by contractors?

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

No

2.7 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?

This Workforce Plan and its vision will be clearly communicated to all employees. The Plan reflects continuing and growing investment in the workforce. Its implementation will rely on continuing positive partnership between the Council, its staff and the Trade Unions.

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

<p>Equality and Human rights</p> <ul style="list-style-type: none"> • Promotes / advances equality of opportunity e.g. improves access to and quality of services • Promotes good relations within and between people with protected characteristics and tackles harassment • Promotes participation, is inclusive and gives people control over decisions which affect them • Preserves dignity and self-respect of individuals (does not lead to degrading treatment or stigma) • Builds support networks, resilience, community capacity
<p>Comments:</p> <p>The Workforce Plan includes the following action:</p>

Continue to develop measures aimed to meet the Council's commitment to be an Equal Opportunities employer including:

- Carry out a review of recruitment procedures and practice against the Scottish Government's Minority Ethnic Recruitment Toolkit and make any necessary changes
- Review the Annual Equal Pay Audit to assess whether it should include information and actions to address pay gaps faced by employees with protected characteristic groups along with the gender pay gap
- Carry out a stress and mental health audit of employees correlated against the protected characteristics and use the results to inform the development of mental health and wellbeing training and support services
- Become an "Equally Safe at Work" accredited employer and Progress the development of a gender based violence policy
- Update the Post-employment Equalities Questionnaire to mirror the current 'myjobscotland' questionnaire
- Promote Stage 3 Data Collection by increasing the frequency of alerts sent to employees reminding them to update their Equalities Information on myHR and the introduction of an additional reminder into the mandatory Equality and Diversity elearning module
- Make appropriate adjustments to support neuro divergent employees
- Increase the number of targeted recruitment initiatives to promote employment with East Lothian Council to people from underrepresented groups
- Further enhance employee engagement in relation to equal opportunities to gain a more qualitative insight into any issues concerning employees – including barriers to disclosing equalities information.
- Monitor Government Updates on the Equal Pay Audit, for example on the possible introduction of Ethnicity & Race Pay Gap and Disability Pay Gap reporting

Reduces Poverty

- Maximises income and/or reduces income inequality
- Helps young people into positive destinations
- Aids those returning to and those progressing within the labour market
- Improves employability skills, including literacy and numeracy
- Reduces the costs of taking part in activities and opportunities
- Reduces the cost of living

Comments:

The Workforce Plan's action plan includes several actions that will address these issues including:

- Continue to support and encourage our young workforce; attracting, recruiting and retaining young people through creating employment and training opportunities through appropriate training schemes and supporting Modern Apprenticeships in various occupational areas

Protecting the Environment and Improving Sustainability:

- Reduces the need to travel or increases access to sustainable forms of transport
- Minimises waste / encourages resource efficiency / contributes to the circular economy
- Ensures goods / services are from ethical, responsible and sustainable sources
- Improves energy efficiency / uses low carbon energy sources
- Protects and/or enhances natural environments / habitats / biodiversity
- Promotes the transition to a low carbon economy
- Prepares and/or adapts communities for climate change impacts

Comments:

The Workforce Plan supports Homeworking and Hybrid working which will reduce the Council's carbon footprint by reducing staff commuting to work and the reduction in the Council's office estate.

Section 3. Action Plan

What, if any changes will be made to the proposal/ policy as a result of the assessment?

No changes proposed

For consideration of the Head of Service

Can you identify any cumulative impacts on equality groups or vulnerable people arising from this policy, when considered alongside other changes across other services? None.

Sign off by Head of Service

Name Sharon Saunders, Head of Communities

Date 09 January 2023