HIGHLAND COUNCIL

Committee: **Redesign Board**

Date: 01 February 2021

Report Title: **Workforce Planning & Development – Progress Update**

Report By: Executive Chief Officer Resources & Finance

1.	**Purpose/Executive Summary**
1.1	This report provides Members with an update on the progress of the Workforce Planning and Development Project and a recommendation action plan.
1.2	The Workforce Planning and Development Project has been progressed in line with the following objectives: 1. **Review the Council's Workforce Planning Strategy** – to ensure ongoing currency and fitness for purpose. 2. **Identification of Workforce Data Required** – assessing what data is already held, what is required to enable managers to effectively manage their teams (right people, right place, right time), identifying the gaps and taking action to rectify. 3. **Identification of Management Tools** – assessing what is in place, what managers need, revising and adding to the tools as required.
1.3	The project has been taken forward by a Project Team with membership drawn from across Council services. Councillor Caddick and Councillor Bremner, Vice Chairs of the Redesign Board, and John Gibson (UNISON) are the Redesign Board representatives on the Project Team.
1.4	Since the last report to the Redesign Board on 27 November 2020, the Project Team has finalised a report on outputs, conclusions and recommendations from manager workshop sessions, completed an Equalities Impact Assessment on the Workforce Planning Strategy and collated a detailed list of recommended actions from across workforce related workstreams.

2.	**Recommendations**
2.1	Members are asked to note the progress of the Workforce Planning and Development Project.
2.2	Members are asked to approve the detailed action plan attached at **Appendix 1** and note that. 1. The Workforce Planning Strategy is current and fit for purpose and no amendments to the Strategy are needed. 2. The Human Resources Team will identify the priorities and resources needed to deliver the action plan, and the target delivery timescales for completion. 3. The relevant tasks contained in the Action Plan will be fed into Service Plans. 4. Progress against the Action Plan will be routinely reported to the Corporate Resources Committee for ongoing monitoring.
3.	**Implications**
3.1	**Resource** A failure to manage workforce planning and change puts at risk the Council's capacity to make most effective use of resources.
3.2	**Legal** Care is required that large scale and complex workforce change is managed in line with current employment legislation and Highland Council policy.
3.3	**Community (Equality, Poverty and Rural)** An updated Equality Impact Assessment has been undertaken and is attached as **Appendix 4**.
3.4	**Climate Change / Carbon Clever** There are no Climate Change / Carbon Clever implications identified.
3.5	**Risk** Having a sustainable workforce is included as a risk in the Corporate Risk Register. There are also resource challenges associated with delivering against the Project Plan whilst simultaneously addressing the resilience impacts associated with an ongoing pandemic.
3.6	**Gaelic** There are no Gaelic implications identified.
4.	**Background**
4.1	Our most important resource is our staff, and they are at the centre of the services that we provide. Given the changing nature of the organisation we need to make sure we have the right people, with the right skills, in the right place at the right time to deliver Council priorities and essential front-line services.

4.2	At its simplest, Workforce Planning involves identifying the number of employees and types of staff skills required to meet the Council's strategic objectives, priorities and service delivery requirements.	
4.3	An effective Workforce Planning Strategy needs to recognise the wider environment in which the Council operates (e.g. COVID19 and Financial considerations) and should be informed by the right data and management information. Implementation by managers should be supported by the correct management tools and processes.	
4.4	Progressing the Workforce Planning & Development project is in line with the programme managed approach being applied across the Recovery Action Plan, with links and interdependencies being made with related priorities such as Service Redesign and Leadership, Culture & Performance.	
4.5	These relationships are summarised below:	

Workstream	Purpose
Workforce Planning Strategy	Having the right staff with the right skills in the right places to meet future service needs.
Workforce Data	Providing the right information across a range of staff related data sources, to enable effective management of staff to meet Council priority activities.
Service Redesign	Providing the right staff structures, job roles and skill sets required to deliver future Council objectives.
Leadership, Culture and Performance	Includes actions to retain, develop and attract talent; leadership development and employee review; as well as establishing and maintaining core values and culture.
Workforce Plans	Establishing plans informed by an assessment of future business needs against current workforce profile in order to plan to meet future needs
Financial Plan	Involves assessing the Council's future staffing and other budgets and assessing alignment with workforce requirement identified through Workforce Planning

5.	**Review the Workforce Planning Strategy**
5.1	The Highland Council has an existing Workforce Planning Strategy approved in August 2017. Reviewing this strategy was one of the key objectives for this Project. This has been achieved through:

		• A Redesign Board Workshop (7th August 2020) using a PESTLE review approach, • A comprehensive survey of all Council Managers / workforce supervisors • Detailed discussions on the strategy in a series of manager workshops. (The slides setting out the manager workshop findings presented to the Redesign Board on 27 November 2020 are available at **Appendix 3**).
5.2		Taken together, the Member "PESTLE" review and the Manager engagement work have confirmed that the objectives of the strategy remain relevant and fit for purpose. The table below lists the Strategic Objectives and comments on the outcome of the review.

Workforce Planning Strategy – Strategic Objective	Comments
1. Position engagement at the heart of everything we do; cultivate our excellent long-standing partnerships with Trade Unions, listen to our employees, communicate regularly and consult meaningfully with Community Planning Partners.	This was endorsed across all engagement work. There was strong support for the Trade Union Partnership. Although there were some positive examples of partnership with other agencies it was felt that this could be developed further in future. A review of the Staff Partnership is underway with TU colleagues.
2. Align the workforce with the Council's medium-term financial plan; concentrate on alignment with the prioritisation and efficiency work streams	This is a critical objective for Managers. Work on Service Redesign and medium / longer term financial planning will be important in providing the context.
3. Develop an agile workforce through effective recruitment; generate a culture of transition underpinned by upskilling and retaining opportunities.	There is very strong endorsement from Managers. Specific recommendations are noted in **Appendix 1.** Experience in delivering Services during COVID has demonstrated both staff and organisation's ability to adapt.
4. Grow our workforce of the future, rebalance our age profile through initiatives such as Modern Apprenticeships and retain knowledge through effective succession planning.	There is very strong endorsement from Managers. Specific recommendations are noted in **Appendix 1.**
5. To deliver leadership and management training that supports organisational development, embeds commerciality, and leads to less demand on supporting services	This objective was endorsed by Managers and links to the Leadership, Culture and Performance workstream.

	6. Create a culture of continuous improvement through continuous review and improvement of processes	We should continue to build on redesign reviews, lean reviews and other change initiatives.
	7. Ensure that our establishment is up to date and systems are in place that provides up to date, easily accessible management information and data	Operational and management information are critical to workforce planning. The project was able to identify workforce data needs to feed into the separate workforce Data Project.
	8. To develop, with our Trade Union partners, a flexible workforce with job designs and contracts that reflect the future needs of the organisation and retain a commitment to be a fair employer.	This was supported by Managers, as was the need to work collaboratively with Trade Unions to take this objective forward.
	9. Create a culture of digital upskilling and proactive use of technology to improve outputs and generate and promote innovation amongst staff at all levels	This was also supported by Managers, and the changes to working arrangements arising from Covid-19 were viewed as having created some useful and positive examples of this, which could usefully be adopted, adapted and mainstreamed post-recovery.

5.3	Although the Strategy itself remains fit for purpose the review did highlight some implementation issues. It would be helpful if implementation / guidance distinguished between the strategic and operation elements and was more sensitive to the different levels of management and supervision that are a feature of large, complex, multi-functional organisations such as the Council.
5.4	The review has also highlighted the importance of reflecting the content of the workforce planning strategy in the wider HR/People Strategy which informs the Service Plan.
5.5	It is intended to "relaunch" the strategy and associated staff guidance clarifying individual managers' roles and responsibility, and progress on this will be included in the regular reports that will be presented to the Resources Committee.
6.	**Identification of Workforce Data Required**
6.1	One of the main objectives of the project was to help identify the data that is needed by managers/supervisors in relation to workforce planning. This was achieved through: • a manager/supervisor survey • manager workshops • information provided by the Workforce Data Project • discussions with HR on current data availability.

6.2	A range of data is currently used by managers, including: Employee Development and Review records; training records; performance indicators; workload monitoring; absence recording; and time recording systems where used.
6.3	From both the questionnaire responses and manager sessions managers would like to have better access to real time information on demographics and information on staff skills. This is linked to succession planning and creating clear career paths for employees.
6.4	Although managers have access to a lot of workforce data at present there are a range of different systems in place and information is available in a variety of formats. There is a clear desire to move towards a standardised suite of information to be issued/available to managers, including real time information, comparisons and trends.
6.5	A Project is to be established to procure and implement a new HR/Payroll System that enables effective capture, management and reporting of data, including self-service and ready access to data and information as a key aid to decision making.
6.6	The manager survey and workshops have provided useful feedback to the Workforce Data Project. Relevant actions aimed at addressing the issues identified are contained in the Action Plan at **Appendix 1,** and will be progressed as outlined above, with progress reports through the Corporate Resources Committee. In addition, **Appendix 2** provides a summary of the workforce planning data needs and the current gap to be addressed in this regard.
7.	**Identification of Management Tools**
7.1	The third objective of the Project is the identification, design and provision of management tools to support Services and managers to undertake Workforce Planning and Development.
7.2	It was clear from engagement work that managers identified several priority areas for development along with the workforce data needs discussed above. These included: • A reviewed employee development process, which was sensitive to the range of staff roles involved in the Council. • Changes to enable more fluid career structures and career paths to allow movement of staff across the organisation recruitment. • Developing more competency-based approaches to job roles • Modernised and more targeted approaches to recruitment aimed as talent attraction.
7.3	These and other main suggestions are set out in the recommendations and action plan at **Appendix 1.**
8.	**Conclusions**
8.1	It is recommended that the Board considers the list of recommended actions set out in **Appendix 1.**

| 8.2 | The Board is also asked to note progress against the key project milestones as follows, and whilst the prevailing Covid 19 situation is presenting some pressures, the Project remains on target to deliver against the stated milestone dates |

Ref.	Milestone	Timescale/ Period
1.	Review completed of the Workforce Planning Strategy	Sept 20
2.	Changes recommended and made to the Workforce Planning Strategy	Nov 20
3.	Workforce Planning data requirements identified	Dec 20
4.	Workforce Planning data requirements delivered (via Workforce Data Project)	Mar 21
5.	Workforce Planning management tools identified	Dec 20
6.	Workforce Planning management tools delivered	Mar 21
7.	Project close and review/document lessons learned	Apr 21

Designation: Executive Chief Officer: Resources and Finance

Date: 21 January 2021

Author: Liz Denovan, Elaine Barrie, David Goldie, Sylvia Beswick

Background Papers:

Appendix 1 – Listing of recommended actions from across all workforce planning and development workstreams

	Feedback	Theme	Workforce Planning Strategy Strategic Objective	Action Needed	To be Actioned/Delivered by
1.	Realise full potential of collaborative workforce planning/working with partners	Workforce Planning	1	Consider wider workforce planning across partners	ELT
2.	Clarity on priorities and budgets to enable future planning and balance resources	Workforce Planning	2	Provision of priorities and budgets to support future planning. Align workforce plans with financial plans.	ELT
3.	Complete Service Redesign and restructuring	Structure	2	Complete Service Redesign/restructuring	Service Redesign Project
4.	Identification of future workforce needs and filling of gaps	Workforce Planning	2	Identify additional manager support needed in order to action WFP - promotion of toolkit, training refresh?	HR
5.	Develop Recruitment strategy to fill gaps now and in the future (college/school links), attract younger workforce, sustainable Highlands, Council promoted as an employer of choice	Recruitment	3	Develop a recruitment strategy that considers all factors and promotion of the Council as an employer of choice.	HR
6.	Review Recruitment process including managing internal vacancies /secondments /internal moves.	Recruitment	3	Review recruitment process - simplify process with correct governance controls in place, efficient and effective. Inclusion of internal/external vacancies, secondments and internal moves.	HR
7.	Create and enable clearer career paths across the organisation/partners	Development	4	Identify career paths and consider linkage to ERD	ELT/HR

8.	Align secondments to personal development needs	Development	4	How to align secondments to development needs/career paths/succession planning	ELT
9.	Training and development for all with associated budget to support every employee achieving agreed standards for each job role	Development	4	Identify training needs with budget, minimum standards per job role	ELT
10.	Review the induction process - tailored to suit each service and modified for internal moves	Induction	4	Review, tailor and consider internal moves and link to training needs	HR
11.	Consider how we retain and reward knowledge and experience	Performance	4	How to retain staff.	ELT
12.	Improve and increase multi-skilling of workforce	Skills	4	Create an agile and flexible workforce with wider and transferable skills	ELT
13.	Review, refine and simplify the ERD process	Skills	4	Review, refine and simplify the ERD process	LCP
14.	Identification of skills/ competencies/ qualification needed	Skills	4	Identify and create a skills/competence database for use across the Council (and partners?)	LCP
15.	Review the "exit" process to obtain feedback from employees leaving the organisation	Workforce Planning	5	Review to ensure we have a process that obtains feedback and identifies on trends and issues in relation to staff turnover.	HR
16.	Review HR Service vs manager self-service roles and responsibilities - determine what is needed, clarify and communicate	Roles	5	Review HR Service and manager roles & responsibilities and communicate	HR
17.	Improve managerial capacity to make decisions in relation to workforce planning	Roles	5	Review manager delegations, roles & responsibilities	ELT
18.	Provide clear understanding of workforce planning and manager roles & responsibilities	Workforce Planning	5	Create tailored guidance with roles & responsibilities and communicate to managers.	HR

19.	Create manager capacity for strategic and operational workforce planning and management	Workforce Planning	5	Create time/balance for strategic and operational aspects	ELT
20.	Provide a centralised workforce system/data and reports – real-time data availability	System/data	7	Provide a centralised workforce system/data and reports - real-time data availability	Workforce Data Project
21.	Provide various data needs - see Appendix 2	System/data	7	Provide data needs - real-time and through self-service where possible	Workforce Data Project
22.	Improve real time data accuracy in processing HR Portal SharePoint forms	System/data	7	Review and communicate new forms and governance process - user guides/video	Workforce Data Project
23.	Establishment changes made without correct process followed	System/data	7	Review and communicate new forms and governance process - user guides/video	Workforce Data Project
24.	Review all job descriptions	Workforce Planning	8	Review and amend job descriptions - skills, competencies, flexibility	ELT
25.	Ensure all staff have the right ICT/technology to enable them to perform roles effectively	Technology	9	Review technology needs for each post and roll-out Need to where appropriate	ICT
26.	ICT systems - ensure we have the right systems in place and used efficiently and effectively	Technology	9	Review existing systems - maximising usage effectively, how used, future needs	ICT
27.	Develop more structured succession planning - including aspiring managers and growing our own and with partners?	Workforce Planning	4, 5	Identify and implement succession plans across the Council and possibly with partners	ELT
28.	Consideration of aging workforce - how do we support staff with change in role/hours/remit/flexibility	Policy	3, 4, 8	Strategy for aging workforce and balance for the future	ELT
29.	Balance between remote/office working - blended approach and consider service delivery – staff wellbeing considerations	Policy	8,9	Implement balance of remote/office working and mental health needs	Healthy Working Lives/Asset Management

30.	Review Covid lessons learned	Lessons Learned	n/a	Review Covid lessons learned - identify aspects for taking forward	ELT
31.	Establish a HR/Workforce System Team	Resource	n/a	Existing secondment posts due to expire March 2021. Establish systems teams and roles and responsibilities	HR
32.	Procure and implement a new HR/Payroll System	Technology	n/a	Procure and implement a new HR/Payroll System	Workstream Project to be established

Appendix 2 – Workforce Data Needs and Availability

Description	Currently available	Available without investment	Could be available with system investment
Absence	Y		
Agency workers	Y		
Budget allocations	Y		
Career paths	N	N	Y
Demographics	Y		
Disciplinary	Limited	Y	Y
ERD	N	Y - but not centralised	Y
Experience and competence	N		Y
Grievance	Limited	Y	Y
Health and Safety	N	N	Y
Inequalities	Y		
Location	Y		
Location by Ward	N	Y	N
Occupational Health referrals	N	N	Y
Performance indicators	Y		
Real-time data	N	N	Y
Skills database	N	N	Y
Succession planning	N	N	Y
Time management (TOIL/leave requests)	N	N	Y
Training records	N	N	Y
Vacancy management	Y		
Workload monitoring	N	N	N

Appendix 3 – Manager Session Findings

Manager%20Session
%20Findings%2023.11

Appendix 4

Impact Assessment: Workforce Planning Strategy 2017-23

Services should ensure that any new or revised proposals (plans, polices, practices and decisions) are considered for impacts on communities at an early stage.

- There is a legal requirement to consider the Public Sector Equality Duty.

- From April 2018 there is a duty to consider the socio-economic impact at strategic level (the Fairer Scotland Duty).

- The Council has also made commitments to consider rural impacts.

Where negative impacts are identified these should be eliminated or minimised, and opportunities for positive impact should be maximised. Services should keep a

record of initial screening documents. A copy of full assessments must be sent to the Policy Team.

Equality Impact Assessment:
The <u>Public Sector Equality Duty (PSED)</u> of the Equality Act 2010 requires public bodies to give due regard to the need to:
- Eliminate unlawful discrimination

- Advance equality of opportunity

- Foster good relations

An Equality Impact Assessment (EQIA) is a process to comply with the duty and to ensure that policies, functions, plans or decisions do not create unnecessary barriers for people protected under the Act.

Socio-economic Impact Assessment
The <u>Fairer Scotland Duty</u> requires that public bodies consider the likely socio-economic impact of strategic plans and decisions on groups in poverty or at risk of becoming affected by poverty. Socio- economic disadvantage is typified by living on a low income compared with others and which limits access to opportunities and services.

Rural and Island impacts
Consider whether rural and Island areas are more likely to be impacted by the proposal but also if there is likely to be greater impact in some areas than others and whether specific areas are impacted by the proposal.

There are two stages to the Community Impact Assessment process:

Stage 1 - Screening is a short exercise to determine if a policy is relevant to equality and whether a full EQIA should be carried out.

Stage 2 – Carrying out a full impact assessment to note sources of evidence, identify and address potential negative impact, promote opportunities for positive impact, note actions and summarise and sign-off the assessment.

Stage 1 - Screening

Title/description of the policy?	Workforce Planning Strategy 2017-23
Name of the person(s) carrying out the assessment?	Louise McGunnigle/Elaine Barrie
Service and Department?	HR, Resources and Finance Service
Date of assessment?	Jan 2021
What are the aims and objectives of the policy/function/strategy?	
The aim of the strategy is to deliver the work streams required to ensure the Highland Council can transition from our current position, to build and maintain the workforce of the future. Strategy is already in place and is being reviewed in the light of the Covid-19 pandemic.	

Key Objectives are:

- Position engagement at the heart of everything we do; cultivate our excellent long-standing partnerships with Trade Unions, listen to our employees, communicate regularly and consult meaningfully with Community Planning Partners
- Align the workforce with the Council's medium-term financial plan; concentrate on alignment with the prioritisation and efficiency work streams
- Develop an agile workforce through effective recruitment; generate a culture of transition underpinned by upskilling and retraining opportunities
- Grow our workforce of the future, rebalance our age profile through initiatives such as Modern Apprenticeships and retain knowledge through effective succession planning
- Deliver leadership and management training that supports organisational development, embeds commerciality, and leads to less demand on supporting services
- Create a culture of Continuous Improvement through continuous review and improvement of processes
- Ensure that our establishment is up to date and systems are in place that provides up to date, easily accessible management information and data
- Develop, with our Trade Union partners, a flexible workforce with job designs and contracts that reflect the future needs of the organisation and retain a commitment to be a fair employer
- Create a culture of digital upskilling and proactive use of technology to improve outputs and generate and promote innovation amongst staff at all levels.

Who may be affected by the policy?	Directly - Council staff The strategy affects the entire Council workforce and as such, has an impact on all protected characteristics, as the Council's workforce comprises of all the protected characteristics. Indirectly – service users
How have stakeholders been involved in the development of the policy?	HR sub-group were involved originally Partnership Forum and Resources Committee approved strategy Project Board and Recovery Board involved in Review Recommendation to go to full Council for approval

Which parts of the public sector duty is the policy relevant to?

1. Eliminate unlawful discrimination		Strategy should help to eliminate discrimination, harassment and victimisation.
2. Advance equality		Strategy should help to minimise disadvantage and meeting the needs of equality groups that are different from the needs of others' participation in public life
3. Promote good relations		Strategy should help to tackle prejudice and promote understanding

Screening: Which of the protected characteristics is the policy relevant to?
Is it relevant to the Fairer Scotland (socio-economic) duty?
Tick and underline briefly describe any likely equality/socio-economic impact
(positive/negative/neutral).

Characteristic	Positive	Negative	Neutral	comments
Age	x			
Disability	x			
Gender reassignment	x		x	Policies should impact positively, but limited workforce data
Marriage and Civil Partnership*	x		x	Policies should impact positively, but limited workforce data
Pregnancy/maternity	x			
Race	x		x	Policies should impact positively, but limited workforce data
Religion or Belief	x		x	Policies should impact positively, but limited workforce data
Sex/Gender	x			
Sexual Orientation	x		x	Policies should impact positively, but limited workforce data
Socio-economic (Fairer Scotland Duty)	x			Real living wage
Rural				

*applies only to Employment and the duty to give regard to the elimination of discrimination

Recommend this policy for full Community Impact Assessment?

Yes/No

If the answer is "Yes", continue to the next section. If the answer is "No", please give brief reasons here.

Stage 2 – Impact Assessment

Part 1 Equality Impact Assessment:

Evidence and consultation
What existing sources of information have you gathered to help identify how people covered by the protected characteristics and/or socio-economic groups may be affected by this policy or service? e.g. consultations, national or local data and/or research, complaints or customer feedback. Are there gaps in available data?
Project Team – diverse stakeholders Employee / line manager survey (data and process) Manager workshops ECO workshops   Existing workforce profile and equality policies within the Council that are applied to the workforce, the <u>Recruitment and Selection Policy</u>, <u>Equality in Employment Policy</u> and all other related employment policies, Equal Pay Audit (<u>Equal Pay Statement</u>) Staff Surveys Employee Statistics – Equalities <u>mainstreaming report</u>

Impact – equality groups
a) Describe any evidence of, or potential for, negative impact, and/or b) Does the policy contribute positively to the promotion of equality on any particular group
Age: Ageing workforce
Disability: Some info, limited <u>Positive about Disabled People - Two ticks</u>– positive action, guaranteed interview scheme Reasonable adjustments
Gender reassignment: Limited data, policies should have positive impact
Marriage and civil partnership:
Pregnancy/maternity: Positive supportive policies
Race: Some, but limited data Reference to Covid-19 impact

Religion or belief:	
Sex/Gender: Data – workforce Equal pay audit	
Sexual Orientation:	

Part 2 Socio-economic, Rural or Island impact

Consider the likely impact of policies or proposals on groups in poverty or at risk of becoming affected by poverty. The Fairer Scotland Duty requires that public bodies consider the socio-economic impact of their strategic plans and decisions. Socio-economic disadvantage is typified by living on a low income compared with others and which limits access to opportunities and services, e.g. housing, transport, employment and training, education and is linked to social exclusion and health inequalities.

Assessment should take account of the potential impact of changes (especially withdrawal or reduction) to any 'pro-poor' services that the Council delivers and associated policies.

Those affected may live in vulnerable geographic communities, e.g. SIMD or fragile rural areas, or groups of people that form a 'community of interest', e.g. older/younger people or disabled people. You may find a relationship to, or overlap with the equality impact assessment.

Think about the review area, could Remote/Rural or Island communities be affected differently by any proposed change? *Areas to consider: travel time, higher costs, energy costs, access to the internet, sustainability of service, individuals – seasonal/part-time/self-employed*

How is the service/policy change likely to impact on the following areas?

What might be the impact of the policy or proposed change on the following areas of interest. Please tick and briefly describe any impact.

Area of Impact	Positive	Negative	Neutral	Comments
Pockets – potential impact on household resources (income, benefits, outgoings), ability to access a service due to reduction or withdrawal				
Prospects – potential impact on people's life chances e.g. access to, or ability to access education, employment, training (e.g. transport, childcare support)				

Places – potential to impact on specific vulnerable areas or communities (SIMD, fragile rural, Island) e.g. housing, transport, energy, online access				

Considering the areas outlined above, are specific groups or areas likely to be affected differently?

Think about the review area you are responsible for; are any of the following groups or areas likely to be affected differently by any proposed change?

Tick and briefly describe any likely impact (positive/negative/neutral) on the following groups.

Vulnerable Groups/areas	Positive	Negative	Neutral	Comments
Lone Parent Families				
Unemployed				
Young children*				
Older people*				
Homeless				
Looked after children				
Low income households (in-work poverty)				
Disabled people*				
Remote/Rural				
Islands				

may also be identified through equality impact screening

Options – please tick which of the 3 options below relates to this policy/proposal

1	**No impact** – no further action required but retain copy of screening	
2	**Potential negative impact** - *you have identified negative impact but think there may be mitigation* Please contact Policy team to discuss policy6@highland.gov.uk or 702006	
3	**Full impact assessment required** – *you have identified negative impact* Please contact Policy team for support policy6@highland.gov.uk or 01463 702006	

Part 3 Addressing Impact

Justification	
If negative impact is identified, can this be justified?	

Mitigation	
Can the potential for negative impact on groups be removed or minimised?	
Actions	
Are there actions identified to advance or promote equality, or to mitigate potentially negative impact or inequality? Please detail or attach an action plan.	
Better data Inclusive policies and support Employee survey	

Please provide details of arrangements to monitor and review the policy and any associated actions.

The Corporate Workforce Plan forms part of the HR Service Plan and reviewed annually. Service Plans are reviewed annually.

Full impact assessments require to be published, please state where the EQIA will be published:

The Highland Council website https://www.highland.gov.uk/directory/50/equality_impact_assessments

Part 4

Equality Impact Assessment Sign off: For completion by Director or Head of Service

1. Please check if you are satisfied that the following elements of the EQIA have been considered:

☐   Gathering information

☐   Consultation and involvement

- ☐ Assessing impact for all protected characteristics
- ☐ Mitigating actions identified (if required)
- ☐ Opportunity to promote equality
- ☐ Arrangements to monitor and review
- ☐ Publication arrangements

2.   a) Are you prepared to sign off the EQIA?   YES ☐   NO☐

       b) If "NO" provide details of why and next steps

Name

Position   Date:

For publication and monitoring, please send a copy of the completed EQIA to: equal.opportunities@highland.gov.uk or contact the Policy Team for support on tel 01463 702094.