

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Attendance Management Policy and Procedure
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).	<p>This is a review of an existing policy and existing guidance.</p> <p>The overall aim of this Policy is to outline Scottish Borders Council's ("the Council") approach to managing attendance while ensuring that employees are treated fairly, and helping employees to return to work when they are fit to do so. The explicit aim is to help minimise the impact of ill health on an employee's attendance. In terms of outcomes, this Policy has been designed to assist the Council in delivering its services as high levels of sickness absence can detrimentally affect services and to fulfil the duty of care the Council has to employees..</p> <p>The Policy includes an appendix specific to managing attendance due to disability.</p>

	<p>The aims and objectives of the Attendance Management Policy are to:</p> <ul style="list-style-type: none"> • Create a culture where employees feel valued, engaged, committed and involved • Promote good working practices that support a work-life balance, • Ensure sickness absence is managed in a fair, supportive and consistent way • Make clear the responsibilities placed on employees and managers and the Council's relevant Third party contractors in managing absence and • Achieve and maintain levels of attendance which are consistently above the average in the Public Sector by reducing: <ul style="list-style-type: none"> ○ overall sickness absence ○ accidents, and ○ stress related absence <p>Figures used are as at December 2020.</p>
<p>Service Area: Department:</p>	<p>People Performance & Change Human Resources</p>
<p>Lead Officer: (Name and job title)</p>	<p>Iain Davidson, Employee Relations Manager</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Hayley Megson – HR Business Partner Kim Wright – HR Advisory Team Leader Pam Culbertson – HR Advisory Team Leader</p>
<p>Date(s) IIA completed:</p>	<p>15th June 2022</p>

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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes *please delete as applicable*)

If yes, - please state here:

The policy is also associated to the following key policies/guidelines and where applicable should be cross referenced to gain further detail:

- Accident and Incident Reporting & Investigation Policy (Lexi)
- Corporate Health & Safety Policy (Lexi)
- Disciplinary Procedure
- Domestic Violence Policy
- Equality Diversity & Human Rights Policy
- Mentally Healthy Workplace and Stress Management – Policy & Guidance
- Special Leave Guidelines
- Substance Misuse Policy.

Each of these policies are subject to an integrated impact assessment and where cumulative impacts become evident a remedy to resolve the issues arising will be found.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010? Yes

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Raising awareness of the Policy and guidance serves to meet the equality duty of eliminating discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The specific guidance for managing disability related promotes equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	N/A

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)

Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.

	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping			X	Workforce data shows that only 10.38% of employees are aged 29 years or under, whilst there are 66.04% of employees aged over 45. Consequently, there is a relatively high amount of older employees. There is potentially a low risk of a negative impact on older employees. It is acknowledged that older people

				<p>are more likely to have a health condition or disability which may affect attendance at work.</p> <p>The policy is, however, designed to be supportive of employees while allowing the provision of good standards of service.</p> <p>There is therefore a risk that older employees may be disproportionately affected by this Policy.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>This Policy recognises that people with a disability may be detrimentally affected and sets out ways to mitigate this potential negative impact by noting that extraordinary considerations will apply. Such considerations include making reasonable adjustments to the process itself and ensuring that measures are in place to support the employee at work. Specific guidance on managing employees with a disability is set out at Appendix 1.</p> <p>Nevertheless, it is noted that only 2.57% of Council employees have declared that they have a disability. Approximately 72.5% of employees have not provided information about this protected characteristic (no response or not stated).</p> <p>It should be noted though that a failure to have a disability formally recorded does not prevent this being raised and taken into account when appropriate.</p>
<p>Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth</p>		X		<p>The Policy notes that particular considerations will apply in the event that an employee has undergone or intends to undergo the process of gender reassignment.</p>
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			

Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),		X		The Policy states that pregnancy related absences shall be disregarded for the purposes of absence management. This should have a positive impact on women who are pregnant who tend to have comparatively higher levels of absence due to their pregnancy or postnatal condition.
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p>Is the proposal strategic?</p> <p>Yes <i>(please delete as applicable)</i></p> <p>If No go to Section 4</p>				

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		X		The policy is designed to be supportive of employees and keep them in work where practical.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X			
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			
Socio-economic Background – social class i.e. parents' education, employment and income	X			
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use		X		The Substance Misuse policy, which is related to this policy, details support and assistance to be provided for employees missing work because of addiction.
Those involved within the criminal justice system	X			

4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

No (please delete as applicable)

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.

With the exception of that mentioned above, the potential impact of this Policy is not directly relevant to any aspects of the Fairer Scotland Duty, and there is no likelihood that differential or adverse treatment will occur.

However, it is recommended that the policy is reviewed every two years or as legislation and/or changes to the Scheme of Pay and Conditions are made in order to ensure that the Policy remains relevant and fit for purpose.

Signed by Lead Officer:	Iain Davidson
Designation:	Employee Relations Manager
Date:	15th June 2022
Counter Signature Director	Clair Hepburn

Date:

17/06/2022

Part 2 Full Integrated Impact Assessment

5 Data and Information

What evidence has been used to inform this proposal?

(Information can include, for example, surveys, databases, focus groups, in-depth interviews, pilot projects, reviews of complaints made, user feedback, academic publications and consultants' reports).

Please state your answer here

Describe any gaps in the available evidence,-then record this within the improvement plan together with all of the actions you are taking in relation to this (e.g. new research, further analysis, and when this is planned)

Please state your answer here

6 Consultation and Involvement

Which groups are involved in this process and describe their involvement

Please state your answer here

Describe any planned involvement saying when this will take place and who is responsible for managing the process

Please state your answer here

Describe the results of any involvement and how you have taken this into account.

Please state your answer here

What have you learned from the evidence you have and the involvement undertaken? Does the initial assessment remain valid?

What new (if any) impacts have become evident?

(Describe the conclusion(s) you have reached from the evidence, and state where the information can be found.)

Please state your answer here

7 Mitigating Actions and Recommendations

Consider whether:

Could you modify the proposal to eliminate discrimination or reduce any identified negative impacts?
(If necessary, consider other ways in which you could meet the aims and objectives of the proposal.)

Could you modify the proposal to increase equality and, if relevant, reduce poverty and socioeconomic disadvantage?

Describe any modifications which you can make without further delay (e.g. easy, few resource implications)

Mitigation Please summarise all mitigations for approval by the decision makers who will approve your proposal			
Equality Characteristic/Socio economic factor	Mitigation	Resource Implications (financial, people, health, property etc)	Approved Yes/No

8 Recommendation and Reasoning *(select which applies)*

- Implement proposal with no amendments
- Implement proposal taking account of mitigating actions (as outlined above)
- Reject proposal due to disproportionate impact on equality, poverty, health and Socio-economic disadvantage

Reason for recommendation:

Signed by Lead Officer:	
Designation:	
Date:	
Counter Signature (Service Director):	
Date:	

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This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

Monitoring and Review

State how the implementation and impact of the proposal will be monitored, including implementation of any amendments? For example what type of monitoring will there be? How frequent?

Please state your answer here

What are the practical arrangements for monitoring? For example who will put this in place? When will it start?

Please state your answer here

When is the proposal due for review?

Please state your answer here

Who is responsible for ensuring that this happens?

Please state your answer here