

Impact Assessment

SECTION A: GENERAL INFORMATION

Question	SSSC approach
A1. Name of piece of work	2024-2027 People Strategy
A2. Brief description of work, including purpose and summary of aims.	Renewal of our People Strategy to set out our People vision for the next 3 years.
A3. How does the work link to our Strategic Plan 2023-2026? Choose one strategic theme. If helpful provide more information in A2.	Skilled
A4. Responsible department for this work	Organisational Development
A5. Date of last Assessment or policy review (if relevant)	N/A - previous strategy was written before this approach was introduced.
A6. Have you completed a Data Protection Impact Assessment? If yes please list the title and sign-off date.	N/A – no data involved in this strategy; it is high level only.

SECTION B: EQUALITY IMPACT ASSESSMENT (EQIA)

Please see guidance notes before completing the second column in this section, particularly Part 2 and Section B of the Appendix.

Question	SSSC approach
<p>B1. Understanding impact: How is this piece of work relevant to equality groups?</p> <p>Use this section to briefly set out the context. Have you considered where there might be an impact?</p>	<p>The strategy applies to all staff equally and it seeks to ensure that we mainstream equality, diversity inclusion and wellbeing across our internal workforce as one of the integrated themes.</p>
<p>B2. Reviewing evidence and finding gaps</p> <p>What internal or external evidence on equality groups did you use to support your understanding (step 1) and assessment (step 3). Did you find gaps in the data?</p> <p>Examples could include data on SSSC employees: Mainstreaming Report, Data Annex, 2023 or the social work, social care and children and young people workforce: workforce data website.</p> <p>Population data is available from the Scottish Government's Equality Evidence Finder and National Records of Scotland website.</p>	<p>We have reviewed the SSSC workforce data. The strategy is written to apply to all staff equally.</p>

B3: Assessing impact and taking action Will your piece of work have a negative, neutral or positive equality impact? Explain why. List any actions and summarise in Section H.	Positive as we are focussing in on EDI & Wellbeing as a theme. We will have operational initiatives and projects associated with the strategy under this theme as well as including input from various staff groups/networks in associated work.
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SECTION C: CHILDREN'S RIGHTS AND CARE EXPERIENCE ASSESSMENT

Please see guidance notes before completing the second column in this section, particularly Part 2 and Section C of the Appendix.

Question	SSSC approach
C1. Understanding impact: How is this piece of work relevant to children's rights and care experienced children and young people? Use this section to briefly set out the context. Have you considered where there might be an impact?	Part of the strategy is about supporting career development, including early careers. This includes initiatives and/or partnerships that remove barriers to work. Young people and care experienced people may benefit from any initiatives or partnerships we develop during the course strategy.
C2. Reviewing evidence and finding gaps What internal or external evidence on children's rights or care experience did you use to support your understanding (step 1) and assessment (step 3). Did you find gaps in the data? Examples: Children's social work statistics available from Scottish Government website. The Promise Scotland and the Children and Young People's	We have reviewed The Promise and Scot Gov resources.

Commissioner Scotland have several resources on care experience and children's rights.	
C3: Assessing impact and taking action Will your piece of work have a negative, neutral or positive impact on children's rights or care experience? Explain why. List any actions and summarise in Section H.	Positive. As we hope to develop initiatives to remove barriers to work and support young people and care experienced people in doing so.

SECTION D: TRAUMA INFORMED ASESMENT

Please see guidance notes before completing the second column in this section, particularly Part 2 and Section D of the Appendix.

Question	SSSC approach
D1. Understanding impact: How is this piece of work relevant to trauma informed practice? Use this section to briefly set out the context. Have you considered where there might be an impact?	The strategy sets out our ambition to continue to invest in staff development. Over the last few years and for future years this includes investment in Trauma Informed training and signposting resources. We have operational initiatives and training connected to the strategy that support this continuation.
D2. Reviewing evidence and finding gaps What internal or external evidence on trauma informed practice did you use to support your understanding (step 1) and assessment (step 3). Did you find gaps in the data?	We use our learning needs process to gather data on learning and development needs on this this topic, which allows us to understand what staff are experiencing and need support with and this will continue for the period of this strategy.

<p>D3: Assessing impact and taking action</p> <p>Will your piece of work have a negative, neutral or positive impact on our work to promote trauma informed practice? Explain why. List any actions and summarise in Section H.</p>	<p>Positive. We will continue to ensure staff are supported and developed on this topic and we assess the impact of any development initiatives as standard.</p>
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SECTION E: ISLANDS, FAIRER SCOTLAND AND VULNERABLE PEOPLE ASSESSMENT

Please see guidance notes before completing the second column in this section, particularly Part 2 and Section E of the Appendix.

Question	SSSC approach
<p>E1. Understanding impact: How is this piece of work relevant to the Scottish Islands, promoting a Fairer Scotland or supporting vulnerable people?</p> <p>Use this section to briefly set out the context. Have you considered where there might be an impact?</p>	<p>The strategy applies to all staff equally and it seeks to ensure that we mainstream equality, diversity inclusion and wellbeing across our internal workforce as one of the integrated themes.</p>
<p>E2. Reviewing evidence and finding gaps</p> <p>What internal or external evidence on the Islands, Fairer Scotland or vulnerable people did you use to support your understanding (step 1) and assessment (step 3). Did you find gaps in the data?</p>	<p>Internal staff location data.</p>

<p>Examples: Scottish Government publishes data on composition of island population. We publish workforce data on proportion of staff in island local authority areas. The Government also publishes data on poverty and carers: Poverty and Income inequality statistics and Carers Census.</p>	
<p>E3: Assessing impact and taking action</p> <p>Identify any actions here, including timescales, lead responsibility and how you'll monitor success.</p>	<p>We regularly review the locations of our staff and support an agile approach to work which widens where we can recruit from, including the Scottish Islands. The strategy supports a culture based around values and being one team, no matter where or how we work.</p>

SECTION F: EMPLOYER ASSESSMENT

Please see guidance notes before completing the second column in this section, particularly Part 2 and Section F of the Appendix.

Question	SSSC approach
F1. Understanding impact: How is this piece of work relevant to employers? Use this section to briefly set out the context. Have you considered where there might be an impact?	N/A – Internal strategy
F2. Reviewing evidence and finding gaps What internal or external evidence on employers did you use to support your understanding (step 1) and assessment (step 3). Did you find gaps in the data? Examples: Our data website has information on employers and active services registered with the Care Inspectorate. For example, have you consulted employers on your proposals? Have you identified any challenges or options?	N/A
F3: Assessing impact and taking action Identify any actions here, including timescales, lead responsibility and how you'll monitor success.	N/A

SECTION G: SUSTAINABILITY ASSESSMENT

Please see guidance notes before completing the second column in this section, particularly Part 2 and Section G of the Appendix.

Question	SSSC approach
<p>G1. Understanding impact: How is this piece of work relevant to sustainability?</p> <p>Use this section to briefly set out the context. Have you considered where there might be an impact?</p>	<p>Note (delete before completing your response in this box)</p> <p>The strategy supports sustainably in that it sets out our plans to remain an agile organisation, recruiting from as wide a field as possible and supporting staff to work remotely, thus reducing travel/transport impacts of daily commuting.</p> <p>Any procurement made in respect of people/staff development under tender processes also takes into consideration the environment and sustainability efforts of our suppliers.</p>
<p>G2. Reviewing evidence and finding gaps</p> <p>What internal or external evidence on sustainability did you use to support your understanding (step 1) and assessment (step 3). Did you find gaps in the data?</p>	<p>N/A</p>
<p>G3: Assessing impact and taking action</p> <p>Identify any actions here, including timescales, lead responsibility and how you'll monitor success.</p>	<p>N/A</p>

H. FINAL REVIEW AND SIGN-OFF

SSSC approach	SSSC approach
H1. Summary of Assessment a. Summary of any actions or changes found during assessment b. How will we monitor this piece of work and any further impacts?	No action plan or changes required. We monitor the strategy and associated work and implications through our quarterly people board internally and, report once per year on progress to our Council.
H2. Owner (Head of Department): Date approved by Head of Department:	<ul style="list-style-type: none">• Head of Organisational Development• 10.6.24

NEXT STEPS

Send completed IA to [Policy and Equality Team](#). Please let know the Team know when the IA should be published on our website or if there is any reason why we should not publish the IA.

Reports to Council, Committee, Executive Management Team and Programme Boards must include your IA. Please contact [Legal and Corporate Governance team](#) for further information.