

The City of Edinburgh Council

10.00am, Thursday 20 February 2020

Council Revenue Budget Framework 2020/21 – Integrated Impact Assessments – referral from the Finance and Resources Committee

Executive/routine	
Wards	All
Council Commitments	

1. For Decision/Action

- 1.1 The Finance and Resources Committee has referred a report on the integrated impact assessments relating to the Council Revenue Budget Framework 2020/21.

Laurence Rockey

Head of Strategy and Communications

Contact: Veronica Macmillan, Committee Services

Email: veronica.macmillan@edinburgh.gov.uk | Tel: 0131 529 4283

Referral Report

Council Revenue Budget Framework 2020/21 – Integrated Impact Assessments

2. Terms of Referral

- 2.1 On 14 February 2020, the Finance and Resources Committee considered a report which provided a summary of the main equality, rights, environmental and economic impacts of the 2020/21 budget proposals and identified recommendations for mitigating potential negative impacts alongside an assessment of cumulative impacts.
- 2.2 The Finance and Resources Committee agreed:
- 2.2.1 To pay due regard to the potential equality, rights, sustainability, environmental and economic impacts associated with the revenue budget 2020-2023 proposals for 2020/21, and the recommendations to mitigate potential negative impacts; and consider the cumulative equality, rights, sustainability, environmental and economic impacts across all revenue budget options.
- 2.2.2 To refer the report for consideration at the Council budget-setting meeting on 20 February 2020.

3. Background Reading/ External References

Minute of the Finance and Resources Committee of 14 February 2020

4. Appendices

Appendix 1 – report by the Chief Executive

Finance and Resources Committee

10.00am, Friday, 14 February 2020

Council Revenue Budget Framework 2020/21 – Integrated Impact Assessments

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that members of the Finance and Resources Committee:
 - 1.1.1 pay due regard to the potential equality, rights, sustainability, environmental and economic impacts associated with the revenue budget 2020-2023 proposals for 2020/21, and the recommendations to mitigate potential negative impacts; and consider the cumulative equality, rights, sustainability, environmental and economic impacts across all revenue budget options.
 - 1.1.2 Refer this report for consideration at the Council budget-setting meeting on 20 February 2020.

Andrew Kerr

Chief Executive

Contact: Laurence Rockey, Head of Strategy and Communications

E-mail: Laurence.rockey@edinburgh.gov.uk | Tel: 0131 469 3493

Report

Council Revenue Budget Framework (2020/21) – Integrated Impact Assessments

2. Executive Summary

- 2.1 This report presents a summary of the main equality, rights, environmental and economic impacts of the 2020/21 budget proposals and identifies recommendations for mitigating potential negative impacts alongside an assessment of cumulative impacts.

3. Background

- 3.1 As well as meeting the requirements of the Equality Act 2010, human and children's rights conventions, Fairer Scotland Duty 2018 and the Climate Change (Scotland) Act 2009, Integrated Impact Assessments (IIA) enable the Council to assess the potential impact of budget proposals and service redesign on people who share protected characteristics in the City. They also enable the development of mitigating actions where necessary.
- 3.2 In order to manage the financial and non-financial challenges over the next three years the Council has developed the Change Strategy. A detailed report on progress in implementation of the strategy is included elsewhere on today's agenda. This report presents a summary of equality, diversity, human rights, carbon, climate change, sustainable development, health, inequality, poverty and economic impacts of the proposals with associated savings for 2020/21 and of associated mitigating actions where necessary. These findings should inform the budget decision at full Council on 20 February 2020.
- 3.3 The Council's approach to the integrated impact assessment process is aligned to the wider Equality Diversity and Rights Framework 2017 – 2021. In addition to equality, diversity and rights assessment, it includes an assessment of poverty, health inequality and environmental impacts. (Environmental impact is an all-encompassing term referring to carbon emissions, climate change adaptation and sustainable development).

- 3.4 An IIA of the anticipated or potential impact of each individual proposal has been undertaken by relevant lead officers and signed off by relevant Heads of Service. The Council's policy and change teams have supported officers across departments to complete IIAs with:
- 3.4.1 two IIA training sessions in November 2019 open to any Council and NHS staff;
 - 3.4.2 a bespoke IIA budget training session offered to identified proposal sponsors on 17 December 2019; and
 - 3.4.3 written guidance, examples and supporting information all available on the Orb.
- 3.5 An Equality, Diversity and Rights (EDR) Advisors Network has also been established and EDR advisors have been trained to support relevant service areas on equality, diversity and rights issues in relation to IIAs.
- 3.6 Stakeholder engagement activities have been conducted by Strategy and Communications with colleagues, and Edinburgh citizens who were recruited to ensure they were, collectively, representative of the population of the city. Any relevant feedback from the engagement activity is provided to proposal sponsors for consideration in the impact assessment process and in further development of the proposal. Citizen feedback from other consultation and engagement processes is also drawn on in consideration of the IIA.
- 3.7 The findings are summarised below and are published on the Council website. Due regard of such assessments should be given by elected members when making budget decisions. www.edinburgh.gov.uk/impactassessments.

4. Main Report

- 4.1 The incorporation of equality, rights, economic and carbon impact assessments as an integral part of the budget development process reflects both good practice and compliance with relevant legal duties. This activity enables the Council to identify and address any unintended consequences of specific proposals on specific groups of service users including those most vulnerable, climate change and partnership and prevention activity, increasing the effectiveness of the mitigating actions.
- 4.2 It is inevitable that the need to deliver total savings of £35m in 2020/21 will have some impact on the organisation and its services. This saving, whilst significant, should be considered in the broader context which is that the Council has an overall budget of around £1 billion that can also continue to make significant impact on and improvement to equality, rights, economic and carbon.
- 4.3 There are 46 new budget proposals being considered for approval by Council on 20 February 2020. To comply with statutory obligations due regard was given to the equality, environmental and economic impact assessment of budget proposals with savings assigned to 2020/2021.

- 4.4 Integrated impact statements have been completed where the budget proposals for 2020-2021 were considered as having no potential relevant impact on equality, economy and the environment or it is not possible to assess impact at this early stage in the development of the proposal and an IIA is planned at a later date. Eleven IIAs have been completed and these can be directly accessed on the Council website. www.edinburgh.gov.uk/impactassessments.
- 4.5 The cumulative impact assessment is based on the information provided in the budget proposal IIAs. If there are any changes to the budget proposals further to consideration at the Finance and Resources Committee meeting on 14 February 2020, the IIA will be updated accordingly and if appropriate shared with a relevant Committee and updated on the Council website.
- 4.6 Where change proposals are in early stages of development, there may be a requirement to do further iterations of the IIA. The IIAs are listed for ease below:
- 4.6.1 Early Years (restructuring of staffing)
 - 4.6.2 Merging Nursery Schools with Primary Schools
 - 4.6.3 Police Scotland Funding
 - 4.6.4 Night noise team
 - 4.6.5 Quality Improvement Officers
 - 4.6.6 Library Opening Hours
 - 4.6.7 Culture Service (Income Maximisation)
 - 4.6.8 Cashless Parking
 - 4.6.9 School Efficiencies (DSM)
 - 4.6.10 Optimal workforce efficiency - agency/overtime, pay-related allowances and review of travel and mileage
 - 4.6.11 Edinburgh Leisure Service payment

Cumulative Impacts

- 4.7 The cumulative impact analysis provides further detail but in the round key findings suggest that the greatest impact of these proposals will be felt on staff, children and young people and people with disabilities. The negative impacts identified were generally concerned with potentially being unable to access services and a reduction or redesign of services and a reduction of staff and funding for schools. Also, a cumulative impact, both positive and negative, was identified for staff in the proposals for review of Council allowances. Further discussions with staff will be held as these proposals progress and Human Resources is responsible for monitoring the cumulative effect on those affected. A positive economic effect was also identified for staff by improving working conditions, local employment opportunities and providing a clear career structure.

- 4.8 In carrying out IIAs, relevant lead officers for budget proposals are also obliged to consider mitigating actions to reduce any negative impact from proposals which is provided in the specific assessments.
- 4.9 Positive impacts were identified in some of the proposals that would
- 4.9.1 increased health and wellbeing for all populations; and
 - 4.9.2 reduce greenhouse gas emissions and the need to travel and promote sustainable forms of transport. This will assist the Council to meet its 2030 target to become carbon neutral.
- 4.10 If any other impacts on equality and rights are identified as part of the consultation process, Proposal Sponsors should take account of these in their Interim IIAs and the Cumulative IIA will be updated accordingly and if appropriate shared with a relevant committee.

5. Next Steps

- 5.1 Due regard to the equality, rights, environment and economic impacts has been given to each of the budget proposals.
- 5.2 The potential equality and rights impacts are taken into account when budget decisions are being made, and recommendations for mitigating negative impacts are implemented and reported on.
- 5.3 The potential carbon emissions, climate change adaptation and sustainable development impacts are taken into account when budget decisions are being made.
- 5.4 The potential cumulative (both annual and incremental) impacts are taken in to account, and mitigating actions are identified when each year's budget decisions are being made.
- 5.5 Senior managers across all Service Areas take responsibility and ownership for compliance with Council systems put in place to ensure that statutory duties are met.

6. Financial impact

- 6.1 This report identifies the potential risks in relation to equality, rights, environment and economy. The Council could be the subject of a legal challenge if these risks are not considered and addressed. Other financial risks relate to savings derived from preventative services which may result in increased demand on other crisis intervention services.

7. Stakeholder/Community Impact

- 7.1 Undertaking Integrated Impact Assessments that include assessment of impact on equality is intended to ensure that any negative impacts, including cumulative impacts, for protected characteristic groups set by the Equality Act 2010 are reduced.
- 7.2 It also ensures that the Equality Act 2010 public sector equality duty is met with regard to (i) eliminating unlawful discrimination, victimisation and harassment; (ii) advancing equality of opportunity and (iii) fostering good relations, and that any infringements on human and children's rights are minimised.
- 7.3 Carbon impact assessments have enabled consideration of the public body duties under the Climate Change (Scotland) Act 2009. The findings of these assessments will also help to achieve a sustainable Edinburgh with regard to progressing climate change, social justice and community wellbeing objectives
- 7.4 Budget sponsors are required to have utilised a range of evidence gathering, including public involvement where appropriate to draw up proposals and consider their impact.
- 7.5 A Council-wide budget engagement process has also taken place.
- 7.6 The cumulative impact assessment is based on the information provided in the proposal templates and from the budget engagement feedback and other wider recent consultation and engagement activity.
- 7.7 Further engagement may be undertaken as appropriate on the detail of the proposals and any relevant feedback will be passed on to Budget Sponsors in order for IIAs to be updated and proposals amended accordingly.

8. Background reading/external references

- 8.1 The City of Edinburgh Council Equality, Diversity and Rights Framework 2017 – 2021 www.edinburgh.gov.uk/downloads/download/13224/equality-and-rights-documents
- 8.2 Public Bodies Climate Change Duties
<https://democracy.edinburgh.gov.uk/documents/s11230/Item%207.6%20-%20Public%20Bodies%20Climate%20Change%20Duties%20Report.pdf>

9. Appendices

- 9.1 Appendix 1 – Integrated Impact Assessment on Cumulative Impact of 2020/21 Budget Proposals

Integrated Impact Assessment

Summary Report Template

Each of the numbered sections below must be completed

Interim report		Final report	X	(Tick as appropriate)
----------------	--	--------------	---	-----------------------

1. Title of plan, policy or strategy being assessed

Cumulative Integrated Impact Assessment on Budget Proposals 2020 - 2021

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

The revenue savings proposals aim to provide efficiencies and savings and allow the Council to continue to meet its statutory responsibilities, thereby maximising the level of investment available for priority services.

3. Briefly describe public involvement in this proposal to date and planned

In order to ensure our engagement process was representative and accessible to all, Strategy and Communications held 10 focus groups with citizens in September and October 2019 to consider the financial and demographic pressures facing the Council, and the decisions that require to be taken within that context. Participants were recruited to ensure they were (collectively) a diverse and representative selection of the population of the city, and groups were evenly split between men and women. Participants came from a broad geographical spread across the city and included a range of ethnic and national backgrounds, and individuals of all age ranges. Twenty-five per cent of participants were recruited each from socio-economic groups (SEG) A+B, C1, C2 and D+E. This is similar to the overall population of Edinburgh.

In addition to this, Strategy and Communications conducted 50 workshop groups with Council colleagues and Edinburgh citizens between July and October 2019, 40 of these were with Council colleagues and seven public engagement sessions were held with older citizens (specifically sheltered housing residents), a further three workshops were held with secondary school-age children. This represents an improvement in the diversity of participants on previous years, both across the board and in terms of older and younger people in particular.

Each directorate also has a number of relevant and recently conducted service specific consultations to draw on and the Council has a robust managing change policy that is followed internally.

4. Date of IIA

22 and 28 January 2020

5. Who was present at the IIA? Identify facilitator, Lead Officer, report writer and any partnership representative present and main stakeholder (e.g. NHS, Council)

Name	Job Title	Date of IIA training	Email
Ruth Baxendale	Senior Policy and Insight Officer	IIA trainer	Ruth.baxendale@edinburgh.gov.uk
Sarah Bryson	Planning and Commissioning Officer	IIA trainer	Sarah.bryson@edinburgh.gov.uk
Fraser Rowson	Principal Accountant – Corporate Accounts, Resources	5 September 2018 and 23 January 2019	Fraser.rowson@edinburgh.gov.uk
Ciaran McDonald	Senior Policy and Insight Officer	17 December 2019	Ciaran.mcdonald@edinburgh.gov.uk
Gareth Dixon	Senior Policy and Insight Officer	17 December 2019	Gareth.dixon@edinburgh.gov.uk
Jane Brown	Principal Accountant, Finance		Jane.brown@edinburgh.gov.uk

6. Evidence available at the time of the IIA

Evidence	Available?	Comments: what does the evidence tell you?
Data on populations in need		N/A for cumulative IIA. The purpose of the cumulative IIA is to consider whether any impacts arise as a result of the <i>cumulative effect</i> of smaller impacts identified within individual IIAs. These individual IIAs have considered the appropriate evidence in relation to the corresponding budget proposal.
Data on service uptake/access		As above - N/A for cumulative IIA
Data on equality outcomes		As above - N/A for cumulative IIA
Research/literature evidence		As above - N/A for cumulative IIA
Public/patient/client experience information		As above - N/A for cumulative IIA
Evidence of inclusive engagement of service users and involvement findings	Yes – The Budget Engagement process and wider consultation evidence	<p><u>Feedback from Citizen Focus Groups on service change and budget prioritisation:</u></p> <p>Citizens felt the Council should spend more on mental health and homelessness, with a general belief that homelessness was a bigger problem in Edinburgh than previously.</p> <p>Citizens wanted the Council to prioritise: radical new house building; care for the elderly, and improved maintenance of parks and other public spaces.</p> <p>Citizens were divided on Council Tax increases, though most would be willing to pay more provided their priorities were addressed but opposed “paying</p>

Evidence	Available?	Comments: what does the evidence tell you?
		<p>more and getting less”.</p> <p>Citizens did not favour the disposal of any historic buildings unless specific criteria were met; assurance of maintenance; lease rather than sale; community use and access; and not to be used as a hotel or similar tourist accommodation.</p> <p>Most groups felt that mental health services and homelessness required additional funding. When asked where reductions should be made to secure the required savings and/or support additional funding to their chosen priority areas, most groups made significant budget reductions for community safety, libraries and culture.</p>
Evidence of unmet need		N/A for cumulative IIA
Good practice guidelines	Yes	Council’s group engagement tool for budget discussion, developed in 2018 and updated in 2019.
Environmental data		N/A for cumulative IIA
Risk from cumulative impacts	Yes	Information on impacts for each proposal provided by respective budget proposal lead officers have been used to undertake this cumulative impact assessment.
Other (please specify)		N/A for cumulative IIA
Additional evidence required		N/A for cumulative IIA

All evidence and data relevant to specific budget proposals are listed in corresponding IIAs. All budget proposal IIAs received were used as the basis for this Cumulative Integrated Impact Assessment. The team received:

<p>For proposals affecting staff, compliance with public sector equalities duties will ensure staff are treated fairly and not discriminated against. Opportunities for flexible working and part-time working in line with Council policies will continue. Some proposals will result in opportunities for career progression, improved wellbeing, improved family life and work/life balance. There is also a potential reduction in absence from work due to illness and stress. New travel and mileage policies could also improve route planning and have a positive impact on staff by providing the options to walk, cycle or use public transport.</p>	<p>Staff</p>
<p>Some redesign proposals which will deliver more accessible services identified positive impacts for people with disabilities, for example accessing information on mobile phones about parking charges.</p>	<p>People with disabilities</p>
<p>A number of proposals relating to schools have identified positive benefits to children and young people and staff for example, greater access to degree qualified staff, and more integrated nursery and primary school services.</p> <p>Proposals considering funding to schools identified positive impacts on children and young people vulnerable to poverty, through the use of the Pupil Equity Fund which is targeted towards children in receipt of free school meals.</p> <p>Proposals in relation to Quality Improvement Education Officer (QIEO) support to schools identified positive impacts for both staff and pupils arising from closer working between QIEOs as part of a strengthened network and partnership working across schools clusters.</p>	<p>Children and young people, staff in schools</p>
<p>Negative</p> <p>Given the scale of spending reductions there were a number of proposals where IIAs have identified negative impacts on people with protected characteristics.</p> <p>These tend to be related to specific instances of change although overall, those with mobility challenges and those</p>	

with communication difficulties may be at a general disadvantage in terms of understanding and responding to proposals for change and in accessing new or different +service locations.

For example, the proposal for the redesign of the library service identified that some protected groups may be affected negatively, however, mitigating measures will be put in place to minimise this through new mobile service provision, additional promotion of existing services e.g. Library Link bus-in and home delivery services; online services; promotion of all library services and the various ways in which people can access these.

The removal of the opportunity to pay cash for parking may reduce the ability of individuals to bring their car into the city centre and it may be difficult to find out about parking arrangements in the city centre following the removal of pay and display machines. However, information will be made available on the Council website and on street signs to help mitigate this.

The reduction of QIEO support could have a negative impact on some schools, however there is a clear approach to prioritisation of support and is planned to closely monitor the impact of changes.

Vulnerable groups reliant on care/looked after services have also been identified as possibly being negatively affected by the reduction in overtime/agency use and changes to staff travel.

Proposals to reduce the service payment to Edinburgh Leisure could have a negative impact on citizens' health and wellbeing if prices are increased and/or provision is reduced and participation rates fall. This will be mitigated by continued support for those least able to pay standard charges, alongside support programmes for those least able to access mainstream provision.

Reduction in police funding could result in a reduction in capacity to positively engage and interact with hard to reach sections of the community. However, actions have been identified to increase communication with these communities and to monitor any impact over time.

Older people, people with mobility challenges, people with disabilities, women, carers and children

All

Staff in schools and children and young people (looked after and additional support needs)

Older people, young people and children, people with disabilities and homeless people

ALL

<p>Environment and Sustainability</p> <p>Positive</p> <p>There are several proposals where IIAs have identified positive impacts on reducing greenhouse gas emissions and the need to travel, and opportunities to promote sustainable forms of transport and therefore positively assist the Council to meet its 2030 target to become carbon neutral. For example, the Night Noise proposal to create a single out of hours regulatory service, will reduce the number of journeys made by Council vehicles</p> <p>Other proposals encourage waste reduction, resource efficiency and improvements to the public realm. For example, the proposal for cashless parking to remove pay and display machines would enhance the usability of streets.</p> <p>Negative</p> <p>No negative impacts were identified.</p>	<p>Affected populations</p> <p>All</p> <p>People with disabilities</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------

<p>Economic</p> <p>Positive</p> <p>The cumulative impact of a number of proposals would mean resources being targeted to areas of evidenced based need in localities. For example, Police Scotland Funding proposals could result in a greater focus on the most vulnerable in communities, and thereby support reducing inequality and poverty.</p> <p>School efficiencies applied to every school equally takes account of the fact that the Council continues to make additional payments to schools separately under the Positive Action Fund. This helps to mitigate the effects of poverty.</p> <p>The Culture service proposal may have a positive economic impact by maximising income through bringing</p>	<p>Affected populations</p> <p>All</p> <p>Parents/carers/pupils</p> <p>All</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------

<p>a current vacant building (Trinity Apse) back into use.</p> <p>The cumulative impact of a number of proposals would have a positive impact on local employment opportunities and improve working conditions, including equal pay.. For example, existing teachers in early years settings could be redeployed within the primary school sector and a clear career structure would be available for Early Years Officers. Merging nursery schools with primary schools would allow nursery school headteachers to be relocated to senior leadership teams within primary schools where vacancies exist.</p> <p>Converting agency engagements to council employee status may also improve workings conditions for individuals in terms of job security and terms and conditions, as well as ensuring stable, reliable and efficient council services</p>	<p>All (in particular staff and children and young people)</p>
<p>Negative</p> <p>Changes to overtime payments may have a negative impact on a small number of colleagues, depending on individuals' financial planning and wider circumstances. Affected colleagues will be written to directly in advance of payments being ceased/reduced and the Council will continue to provide support through its Employee Assistance Programme to assist staff with financial wellbeing.</p>	<p>Parents/carers/pupils</p> <p>Staff</p>

8. Is any part of this policy/ service to be carried out wholly or partly by contractors and how will equality, human rights including children's rights, environmental and sustainability issues be addressed?

This is only applicable for cashless parking in the City Centre. The enforcement of parking regulations is undertaken by a private contractor who was appointed following a successful competitive tender process and was subject to an Equalities and Rights Impact Assessment. No negative equality, human rights including, children's rights, environmental or sustainability impacts have been identified as a result of any work being carried out by a contractor in regards to this proposal

- 9. Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.**

Changes will be communicated by the service affected using methods that are considered appropriate to the range of audiences, as well as being proportionate. The Edinburgh (City of Edinburgh Council and Health and Social Care Partnership) British Sign Language (BSL) plan demonstrates commitment to improve services for BSL users with actions across a range of themes and services. The Council's Interpretation and Translation Service is also available for those who require materials in different languages.

- 10. Does the policy concern agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use? If yes, an SEA should be completed, and the impacts identified in the IIA should be included in this.**

No proposals were identified as requiring an SEA.

11. Additional Information and Evidence Required

If further evidence is required, please note how it will be gathered. If appropriate, mark this report as interim and submit updated final report once further evidence has been gathered.

IIAs for proposals that may be at a formative stage at this point will need to be reviewed in due course on an ongoing basis. Ongoing efficiency work across the Council will also be cognisant of impact on equalities, sustainability and economy.

12. Recommendations (these should be drawn from 6 – 11 above)

Those proposals still in early development phase should continue to update their IIAs after public consultations as appropriate.

13. Specific to this IIA only, what actions have been, or will be, undertaken and by when? Please complete:

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and contact details)	Deadline for progressing	Review date
Consideration should be given as to how these proposals, their impact, and the cumulative impact, relate to proposals presented by the Integration Joint Board	Elected Members	Ongoing	In line with IJB strategic plan timelines
Elected members should consider the results of the budget proposal IIAs, including this cumulative IIA. The Scottish Government and UK Government figures will not be finally confirmed until into March/April of 2020, if the settlement changes from current expectation then this may alter the council budget proposals and any changes will need to be taken account of.	Elected Members	March/April 2020	March / April 2020
Implementation of the Poverty Commission Proposals will mitigate against some negative impact on people who are experiencing poverty and positively contribute to addressing poverty in the city	Elected Members and Corporate Leadership Team	March 2020	Ongoing
The Change Strategy has 'reducing inequality' as one of its key pillars in addition to 'prevention'. Implementation of this strategy will ensure mitigating actions are taken against any negative impacts arising from	The Change Team	2020 – 2023	Ongoing

<p>implementation of the budget proposals. The Change Team will endeavour to ensure equalities is mainstreamed throughout the strategy's development, and during implementation, in order to mitigate against any negative impacts identified in this cumulative IIA.</p>			
<p>There are specific actions in individual proposals to mitigate against negative impacts.</p> <p>Many IIAs mention further consultation and the development of communications plans as proposals progress.</p>	<p>Relevant lead officers for budget proposals</p>	<p>March 2021</p>	<p>March 2021</p>

14. How will you monitor how this policy, plan or strategy affects different groups, including people with protected characteristics?

All relevant service areas will put in place appropriate monitoring for implementation of relevant proposals. This should include how the proposals are affecting different groups who share protected characteristics.

15. Sign off by Head of Service

Name: Laurence Rockey

Date: 10/02/20

16. Publication

Send completed IIA for publication on the relevant website for your organisation.

- The City of Edinburgh Council

Completed impact assessments should be forwarded to Strategyandbusinessplanning@edinburgh.gov.uk to be published on the Council website.