

Integrated Equality and Fairer Scotland Duty Impact Assessment

1. Details of the proposal

Title of proposal/policy/project/plan to be assessed	Project - 4 Day Working Week
Is this a new or revised proposal/policy/project/plan?	New pilot project
Service area: Department:	Human Resources
Lead officer: <i>(Name and job title)</i>	Project Sponsor - Anthony Daye
Other officers/partners involved: <i>(List names, job titles and organisations)</i>	HR Manager - Laura Neish Project Lead - Cheryl Elliot Project Manager - Ben Campbell Chris Dunlop - Pay Strategy Lead, Scottish Govt
Date(s) Equality Impact Assessment completed:	

2. Cumulative Impact

Will there be any cumulative impacts as a result of the relationship between this proposal and other proposals/policies/projects/plans?

If yes, please state here:

This will be a pilot project for 12 months, no other policies will be impacted however should the pilot become permanent there would be an impact on policy. There is potential (as detailed below) for this pilot to impact other projects etc running within this timeframe

3. Scoping, data and evidence gathering

<p>Why are you introducing a new proposal/policy/project/plan, or why are you revising an existing one?</p>	<ol style="list-style-type: none"> 1. As detailed in the Business case approved at POD and then Board. The SG pilot which we have signed up to supports 2 standards a gold and a silver standard. We will base our pilot on the Gold Standard as set by the 4 Day Working Week Campaign of a 32-hour working week for all our full time staff. The pilot will ensure employees' earnings remain the same, while the number of days worked is reduced to four and the standard full-time weekly hours will be reduced to 32 for the duration of the pilot. The silver standard is a reduction to 35 hours (mainly endorsed by organisations with higher contracted hours) 2. Forms part of our Pay strategy and pay negotiations for 23/24 3. We are bold and we want to be the first organisation in South of Scotland to introduce a 4DWW
<p>What is the purpose of the proposal/policy/project/plan?</p>	<p>The outcomes we want to achieve by participating in the pilot are as follows:</p> <ul style="list-style-type: none"> • Enhanced employee health & wellbeing (emotional mental and physical) • Support for the “right to disconnect”

	<ul style="list-style-type: none"> • Increased work life balance • Reduced sickness absence, stress and burnout • Increased job satisfaction, attraction and retention • Challenging gender equality concerns, supports working parents and those with caring responsibilities • Working towards a more sustainable work environment. • Positive impact on Culture and Employee Engagement <p>Ultimately Improved Business productivity due to reasons above</p>
<p>Who will the proposal/policy/project/plan effect? <i>Is it location specific & if so, is it located in an area of socio-economic disadvantage?</i></p>	<p>All staff regardless of personal circumstances will be invited to opt into the pilot, we acknowledge one size will not fit all, therefore endeavour to make the SOSE offer to staff as equitable as possible. For part time staff there will be an option to pro rata hours</p>
<p>Who will benefit from the proposal/policy/project/plan? (e.g., employees, service users, equality groups, other stakeholders)</p>	<p>It is anticipated that staff, families/contacts of staff, clients and stakeholders will all benefit. It will do this through encouraging and enabling smarter ways of working</p>
<p>What is the intended outcome(s) and impact of the proposal/policy/project/plan? <i>(Set out a clear understanding of the purpose of the proposal being developed or reviewed including the aims, objectives, intended outcomes and the context within which it will operate)</i></p>	<p>In addition to the outcomes mentioned, ultimately the intended outcome is that the pilot is a success across SOSE and therefore extended to become a permanent arrangement.</p>
<p>What quantitative and/or qualitative evidence have you considered when deciding to develop a new proposal/policy/project/plan or revise a current one? <i>Information can include, for example, surveys, focus groups, databases, interviews, pilot projects, reviews of complaints made, user feedback, academic publications, and so on.</i></p>	<p>Quantitative data - Extensive research around organisation that have taken part in the pilot including Ireland, Iceland to name a few, many organisations have subsequently made it permanent on a global scale.</p>

	<p>Qualitative data - in particular conversations and sharing of material with organisations within Scotland and of similar size to SOSE has been invaluable.</p> <p>Engagement sessions have been held in person and through teams with a cross section of our staff to obtain qualitative and quantitative data.</p> <p>All staff have been asked to complete a survey to give their feedback and highlight preferences (Managers will ensure colleagues on maternity, long term sick etc also have this opportunity)</p> <p>Lessons learned from other organisations have been key to the development of a streamlined approach.</p>
<p>Who did you consult with? Examples include equality groups, civil servants, service users, and so on</p>	<p>Scottish Government. Internally there was no need for formal consultations as this is a pilot and there will be no contractual changes, however we have had regular discussions with our PCS union who also attended the staff engagement sessions and have been invited to share any staff concerns with HR to enable the formation of FAQ's</p> <p>Members of staff to gauge general consensus re support for the pilot</p>
<p>What did you learn?</p>	<p>We can't replicate any other organisations' approach, because individual circumstances, team make up and client needs differ between organisations, sectors, teams etc.</p> <p>We have, therefore, created a bespoke SOSE approach.</p> <p>Communication and mutual trust are key</p> <p>Timing is key</p> <p>Scenario planning has been a key part of the formulation of the pilot to ensure individual circumstances can be considered.</p>

<p>How did the consultation shape the proposal/policy/project/plan?</p>	<p>As mentioned no formal consultation was undertaken by SOSE, however, staff feedback from internal engagement sessions both in person and through MS teams were used to update the proposed model and to formulate the FAQ's. Feedback from the survey has enabled managers to consider preferences and shape a workable model for their team.</p>
<p>Describe any gaps in the available evidence <i>Does the activity exclude certain groups? Are there conditions applied to the activity which may indirectly lead to certain groups being excluded? It is not always possible to get information about all protected groups – lack of information does not mean that there will be no impact, however</i></p>	<p>There is limited evidence available to suggest that pilots in other organisations have presented any barriers to individual groups of people with protected characteristics. Our approach is to understand why any staff member doesn't want to be included in the pilot and address reasons on an individual level, the aspiration being this pilot is as inclusive as it can be (an example we would be open to consider flexibility with when the reduction of hours can take place and to honour existing contractual arrangements)</p>

4. Legislative requirements

<p>4.1 Relevance to the Public Sector Equality Duty</p>	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</p>	<p>Yes</p>

<p><i>(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 4.2)</i></p>	
<p>Equality Duty</p>	<p>Reasoning: The pilot potentially involves ALL our people. Although risks will be mitigated, we recognise there is potential for direct or indirect discrimination because of the flexibility that already exists organisation wide and because one size does not fit all.</p>
<p>Elimination of discrimination (both direct and indirect), victimisation and harassment <i>Will the proposal discriminate? Or help eliminate discrimination?</i></p>	<p>Help eliminate discrimination – open to all and will enable those currently not on a 4-day week to have one or an agreed alternative. It will provide another flexible working option.</p>
<p>Promotion of equality of opportunity between those who share a protected characteristic and those who do not <i>Will your proposal help or hinder SOSE with this?</i></p>	<p>As above it will help to remove barriers because of the flexible approach</p>
<p>Foster good relations between those who share a protected characteristic and those who do not <i>Will your proposal help or hinder SOSE's relationships with those have equality characteristics?</i></p>	<p>One of the aims is that one size will not fit all, we aim to be as inclusive and flexible as possible Increased conversations with Managers will foster good relations for all throughout the pilot</p>
<p>Does your proposal/policy/project/plan ensure Human Rights articles compliance?</p>	<p>Compliant <input checked="" type="checkbox"/> Breach <input type="checkbox"/></p>
<p>Please indicate which articles your proposal/policy/project/plan relates to:</p> <p>Article 1 – Free and equal <input checked="" type="checkbox"/></p> <p>Article 2 – Right to life <input type="checkbox"/></p> <p>Article 3 – Prohibition of torture <input type="checkbox"/></p> <p>Article 4 – Prohibition of slavery and forced labour <input type="checkbox"/></p> <p>Article 5 – Right to liberty and security <input checked="" type="checkbox"/></p>	<p>As a public sector body we have all the relevant checks in place</p>

<p>Article 6 – Right to a fair trial (e.g., disciplinary procedures) <input type="checkbox"/></p> <p>Article 7 – No punishment without the law (e.g., disciplinary procedures) <input type="checkbox"/></p> <p>Article 8 – Right to respect for private and family life <input checked="" type="checkbox"/></p> <p>Article 9 – Freedom of thought, conscience and religion <input type="checkbox"/></p> <p>Article 10 – Freedom of expression <input type="checkbox"/></p> <p>Article 11 – Freedom of assembly & association (e.g., trade union recognition) <input type="checkbox"/></p> <p>Article 12 – Right to marry <input type="checkbox"/></p> <p><i>(N.B.) Article 13 has been removed</i></p> <p>Article 14 – Prohibition of discrimination (e.g., protected characteristic groups) <input type="checkbox"/></p> <p>Protocol 1 Article 1 – Protection of property <input type="checkbox"/></p> <p>Protocol 1 Article 2 – Right to education <input type="checkbox"/></p>	
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4.2 Which groups of people do you think will be or potentially could be impacted by the implementation of this proposal?				
<i>Consider employees, clients, service users, and any other relevant groups</i>				
Please tick below as appropriate, outlining any potential impacts on the equality groups this proposal may have				
	Impact			Please explain the potential impacts
	No impact	Positive impact	Negative impact	
AGE <i>A person belonging to a particular age or a specific age group (children, young people, elderly)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>This pilot will give increased flexibility for all ages and allow managers to consider a range of circumstances.</p> <p>Feedback from young people (MA's) suggest they did not feel comfortable at recruitment stage asking for flexibility, if it was their first role, this pilot will encourage flexibility and a better work life balance for all.</p>

				Colleagues considering a phased retirement may also benefit from the options within the pilot.
<p>DISABILITY</p> <p><i>A person has a disability if they have a physical or mental impairment which has a substantial adverse effect on their ability to carry out normal day-to-day activities. This can include visible and non-visible disabilities</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The pilot will encourage regular conversations around how we can make this work for all colleagues. The aspiration is that having more time to disconnect will have a positive impact on health and wellbeing (mental and physical).</p> <p>Because we are approaching the pilot in a flexible manner, longer-working days are not enforced – there will still be the option for full time colleagues to work 5 shorter days if that suits their circumstances and health requirements.</p>
<p>GENDER REASSIGNMENT / TRANS/TRANSGENDER IDENTITY</p> <p><i>This includes anyone who has proposed, started or completed a process to change their gender from the one assigned to them at birth</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>As above, by having additional time to disconnect from work, colleagues will have time they previously didn't have to focus on their personal priorities, for example gender reassignment and subsequent medical appointments.</p>
<p>MARRIAGE OR CIVIL PARTNERSHIP</p> <p><i>Marriage is a union between two people, while civil partnership is a form of legal recognition for a relationship</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances and allow them to focus on personal priorities</p>

<p>PREGNANCY AND MATERNITY <i>This refers to the period during and after the birth and is linked to maternity leave in the employment context or protection against maternity discrimination for 26 weeks after giving birth</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Colleagues on maternity leave have been considered in the consultation & staff survey processes.</p> <p>A process has been put in place to ensure clear communication throughout the pilot to those impacted. This will be a positive impact upon return from maternity leave/KIT days, as a result of added flexibility.</p>
<p>RACE <i>Including ethnic origins, nationality, colour, and minorities such as gypsy/travellers, refugees, migrants and asylum seekers</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances, colleagues have the right to chose how they spend this time</p>
<p>RELIGION OR BELIEF <i>Refers to any religion, belief, or philosophical belief, including a lack of religion or belief</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances, colleagues have the right to choose how they spend this time</p>
<p>SEX – GENDER IDENTITY <i>Men and women, boys and girls, and those who self-identify their gender, including non-binary people</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances colleagues have the right to choose how they spend this time</p>
<p>SEXUAL ORIENTATION <i>A person's identity in relation to the gender or genders to which they are, or are not, sexually attracted to</i></p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances colleagues have the right to choose how they spend this time</p>

4.3 Fairer Scotland Duty

This duty places a legal responsibility on organisations to actively consider how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions

Is the proposal strategic?

Yes

If not, go to section 4.4

If yes, please indicate any potential impact on the undernoted groups this proposal may have

	Impact			Please explain the potential impacts
	No impact	Positive impact	Negative impact	
LOW AND/OR NO WEALTH <i>This includes having enough money to meet basic living costs and pay bills, but not having any savings to deal with any unexpected outgoings and little to no provision for the future</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Salary and all benefits will stay the same. There is a risk that colleagues may wish to take up alternative employment on their day off, and could submit a secondary employment declaration form. Individual requests will be considered on a case-by-case basis, but the seeking of additional employment will not be encouraged, so as to prevent the loss of the wellbeing benefits of the pilot.
MATERIAL DEPRIVATION <i>This includes being unable to access basic goods and services such as financial products like life insurance, electrical goods, leisure and hobby activities, heating, and so on</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We will collect data on how the time off is spent, it is hoped colleagues will have more time for hobbies etc. We hope by sharing stories there will be increased access to opportunities.

AREA DEPRIVATION <i>Where someone lives (e.g., rural areas), and where someone works (e.g., accessibility of transport)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>We recognise that living in a rural area with transport restrictions may be a challenge for a minority of our staff should they choose to work 4 longer days. Through conversations it is anticipated these will be addressed on an individual basis should any exist. The pilot would not introduce these challenges, they may highlight potential challenges and encourage conversations to enable solutions.</p>
SOCIO-ECONOMIC BACKGROUND <i>Social class, including parents' education, employment and income</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The pilot is open to all backgrounds and everyone across the organisation.</p>
LOOKED AFTER and CARE EXPERIENCED PEOPLE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances, colleagues have the right to choose how they spend this time</p>
CARERS <i>Paid and unpaid, including family members</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The option to have 3 days disconnect from work (i.e., a long weekend) will be open to all colleagues regardless of personal circumstances, colleagues have the right to choose how they spend this time.</p> <p>The flexible nature of the trial and the reduction in working hours will allow those with caring responsibilities to more time to spend caring.</p>
HOMELESSNESS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ADDICTIONS and SUBSTANCE ABUSE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
THOSE INVOLVED WITHIN THE CRIMINAL JUSTICE SYSTEM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

4.4 Environmental sustainability, climate change and energy management				
<i>How will the proposal/policy/project/plan affect the environment and carbon usage?</i>				
	Impact			Please explain the potential impacts
	No impact	Positive impact	Negative impact	
THE ENVIRONMENT <i>e.g., carbon usage, pollution etc.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Working smarter, less travel over 5 days Opportunity to review processes, including impact on the environment Less energy consumption because of reduced use of technology

5. Mitigating actions and recommendations

Consider:

- 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 socio-economic disadvantage?
- Describe any modifications which you can make without further delay (e.g., easy, few resource implications such as information in different formats and languages etc.)

Considering alternatives and mitigation			
<i>Are you able to reduce any potential negative impacts identified above?</i>			
EQUALITY CHARACTERISTIC / SOCIO-ECONOMIC FACTOR	MITIGATION	RESOURCE IMPLICATIONS <i>Financial, people, health, property, etc.</i>	APPROVED? Yes / No

6. Conclusions and planned action

Is further work required?	No
What action is to be taken?	
Who will undertake it?	
When will it be done?	
How will it be monitored, by whom and when/how often? <i>(e.g., through service plans)</i>	

7. Recommendations and reasoning

Select which applies:

- Implement proposal with no amendments (as a positive impact is explicitly intended and very likely)
- Implement proposal taking account of mitigating actions (as outlined above)
- A negative impact is probable or certain for some groups, but the policy can nevertheless be justified as a proportionate means of achieving a legitimate aim
- Reject proposal due to disproportionate impact on equality, poverty, health and/or socio-economic disadvantage

Reason for recommendation:

This is a pilot for 12 months with the key driver being enhanced well being, through giving staff the opportunity to work a reduced number of hours for the same pay and benefits. We are clear that one size will not fit all, and also aware of the variety of shift patterns already in place which will be honoured. We therefore believe this pilot is as inclusive as possible.

We suggest the Impact Assessment is regularly revisited in order to ensure feedback from staff is considered throughout and we are not indirectly or directly discriminating against any group

8. Ongoing Monitoring

How often will this proposal/policy/project/plan be monitored and reviewed, with Equality in mind?	The pilot will be monitored formally every 2 months, there will be equality check points in line with this approach
What stages of monitoring will be implemented? <i>E.g.: collecting and analysing information, identifying inequalities, investigating the causes of these and removing any discrimination or barriers to economic progression.</i>	We will monitor periodically against the agreed metrics, using pulse surveys
How will you monitor?	Collecting and analysing data - electronically Staff feedback - verbally/in person

	Staff surveys
How and how often will you analyse the results?	Upon completion and throughout the 1-year pilot

9. Approval and Publishing

Signed by Project/Policy Lead:	<i>Aye Ecal</i>
Role: HR Business Partner	
Date: 31.8.23	
Signed by Fair Work and Equalities Lead:	<i>Shann</i>
Date:	31.08.23
Publishing Date:	