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Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Post – Covid Operating Model</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/> X</p> <p><input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice</p> <p><input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>The Council's response to the Covid 19 pandemic has resulted in new ways of working, with a focus on using technology in place of attendance at a workplace and face to face meetings, where practical.</p> <p>The increased use of digital technology has also led to a decrease in the use of stationery and postage.</p> <p>Continuing with this form of working, where practical brings savings in the following areas:</p> <ul style="list-style-type: none"> • Accommodation Hire • Travel Expenses and Car Allowances • Printing

	<ul style="list-style-type: none"> • Stationery • Publications • Postage • Computing – Consumables • Subsistence • Conference Expenses • Accommodation Costs
Service Area: Department:	All
Lead Officer: (Name and job title)	Suzy Douglas Financial Services Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Iain Davidson Employee Relations Manager
Date(s) IIA completed:	31 st January 2022

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

Yes
<p>If yes, - please state here:</p> <p>The continuation of a blended working approach means HR policies will be updated along with departmental policies and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>The proposal will help eliminate discrimination as it will widen the availability of opportunities for those who are unable to attend a traditional workplace.</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>As above, more opportunities will promote equality of opportunity.</p>
<p>Foster good relations?</p>	<p>Wider opportunities will help foster good relations.</p>

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**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		The continuation of a blended working approach, while allowing access to the workplace for those who require it, will have a positive effect on those unable to attend a traditional workplace.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		As above
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			

<p>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),</p>				<p>A blended approach gives more opportunities for pregnant women and women on maternity leave keeping in touch.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	X			
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>		X		<p>A blended working approach provides more flexibility for religious celebrations.</p>
<p>Sex women and men (girls and boys)</p>	X			
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>	X			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes /

If No go to Section 4

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		Being able to work from home will potentially save on travel costs.
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		Working from home means employees do not need to use transport.
Socio-economic Background – social class i.e. parents'	X			

education, employment and income				
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X		The greater flexibility provided by blended working can assist carers.
Homelessness	X			
Addictions and substance use	X			
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.

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Signed by Lead Officer:	Suzy Douglas
Designation:	Financial Services Manager
Date:	11/02/2022
Counter Signature Director	David Robertson
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Additional Fees & Charges across Infrastructure & Environment</p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal:</p> <p>(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>	<p>Review / Increase in charges for :</p> <p>Parks & Environment</p> <ul style="list-style-type: none"> • Burials • Headstones • Cremations • Interments • Weekend & public holiday interments • Headstone Foundations • Associated Administration Charges • Public Convenience Radar Keys • Allotments • Changing Pavilions • Parks and Open Spaces <p>Roads</p> <ul style="list-style-type: none"> • Road Closures • Scaffolding Permits • Temporary Traffic Light Permits • Salt & Aggregates Yard Materials • Road Occupation Permits <p>Waste</p>

	<ul style="list-style-type: none"> • Waste Transfer Stations • Trade Waste • Special Collections • Community Recycling Centre permits <p>Planning</p> <ul style="list-style-type: none"> • Property Inspections • Letters of Confirmation • Preliminary Enquiries • Permits to use a Temporary Raised Structure • Safety at Sports Ground Certificate • Percolation Tests <p>New Planning fees are proposed for the following:</p> <ul style="list-style-type: none"> • Road Adoption Searches (£80) • Non –material Variations to Planning Applications (Householder: £60; Local: £120; Major: £200.) • Access Exemption Notices (£100) • Amendment to Warrant for Drainage Works (£10,000)
<p>Service Area:</p> <p>Department:</p>	<p>Infrastructure & Environment, Parks & Environment, Roads, Waste. Planning</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Jason Hedley, Chief Officer Roads</p>

	Ross Sharp –Dent, Waste Manager Ian Aikman, Chief Planning & Housing Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Iain Davidson, Employee Relations Manager
Date(s) IIA completed:	03/03/2022

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

Yes
If yes, - please state here: Departmental policies and procedures

3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? <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 3.2.) Yes</i>

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	N/A
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Parks & Environment In principle an increase in charges, particularly for allotments, sporting facilities and parks/ open spaces may have an effect on equality of opportunity. To minimise the impact and recognising significant cost of living increases, fees and charges increases are lower than the rate of inflation.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	Parks & Environment In principle an increase in charges, particularly for allotments sporting facilities and parks/ open spaces may restrict access and result in less use by certain groups. To minimise the impact and recognising significant cost of living increases, fees and charges increases are lower than the rate of inflation.

**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	

<p>Age Older or younger people or a specific age grouping</p>			<p>X</p>	<p>Parks & Environment</p> <p>Slight increase in charges may be less affordable.</p> <p>To minimise the impact and recognising significant cost of living increases, fees and charges increases are lower than the rate of inflation.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>			<p>X</p>	<p>Parks & Environment</p> <p>Slight increase in charges may be less affordable</p> <p>There is no increase to Public Convenience Radar Keys.</p> <p>To minimise the impact and recognising significant cost of living increases, fees and charges increases are lower than the rate of inflation.</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>	<p>X</p>			
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	<p>X</p>			
<p>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</p>	<p>X</p>			

is for 26 weeks after giving birth),				
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	<p>Parks & Environment</p> <p>Increase to charges at weekend and public holidays may affect some groups more.</p> <p>To minimise the impact and recognising significant cost of living increases, fees and charges increases are lower than the rate of inflation.</p>
Sex: women and men (girls and boys)	X			
Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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	Parks & Environment Slight increase in charges may be less affordable. To minimise the impact and recognising significant cost of living increases, fees and charges increases are lower than the rate of inflation.
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	Those on benefits will receive a Funeral Support Payment for burial costs. Roads Increases may make these things less affordable. In practice users will tend to be commercial/ business entities.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)			X	Waste Increases may make these things less affordable.
Socio-economic Background – social class i.e. parents'			X	

<p>education, employment and income</p>			<p>However, with the exception of Special Uplifts users will tend to be commercial/ business entities.</p> <p>Planning</p> <p>While the increased fees would potentially impact on this group, the existing fees have remained the same for a number of years.</p> <p>The new fees are fees which have been levied by other authorities for some time.</p> <p>The proposed level of charges is set below that charged by other authorities.</p> <p>There are exemptions and discounts in place for those with less income.</p> <p>There is a tapered fee for Non Material Variations, with individual households paying less than developers.</p> <p>In practice the fees are likely to be incurred by commercial entities or those who have a building project ongoing so will have a budget for that.</p>
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Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
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

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

The effect of the increases has been taken into account when setting the rates.

Signed by Lead Officer:	Jason Hedley
Designation:	Chief Officer Roads

Signed by Lead Officer:	Ross Sharp - Dent
Designation:	Waste Manager
Signed by Lead Officer:	Ian Aikman
Designation:	Chief Planning & Housing Officer
Date:	04/02/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Scottish Borders Council

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Statutory Planning Fee Income
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X <input 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).	Increase to statutory planning fee income as a result of legislative change. The Scottish Government have announced an increase to statutory planning fees which will produce additional revenue.
Service Area: Department:	Infrastructure & Environment Planning
Lead Officer: (Name and job title)	Ian Aikman Chief Planning & Housing Officer

Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	02/02/2022

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

Yes
If yes, - please state here: Departmental policies and procedures

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010? No <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 3.2.)</i>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	

<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	

<p>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)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Age Older or younger people or a specific age grouping</p>	X			<p>The proposal has the same effect on all regardless of protected characteristic and is the application of Scottish Government legislation.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	X			
<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			

Marriage or Civil Partnership people who are married or in a civil partnership	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		
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		

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic? Yes

Yes / No (*please delete as applicable*)

If No go to Section 4

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	While there is a potential negative impact on this group, this is the application of Scottish Government legislation.
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	While there is a potential negative impact on this group, this is the application of Scottish Government legislation.
Area Deprivation – where you live (e.g. rural areas), where you work	X			

(e.g. accessibility of transport)				
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			
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.

This proposal is the application of a legislative requirement.

Signed by Lead Officer:	Ian Aikman
Designation:	Chief Planning & Housing Officer
Date:	02/02/2022
Counter Signature Director:	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Commercial Rent Income</p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal:</p> <p>(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>	<p>Inflationary increases to the commercial property charges</p> <p>The Council's sublet estate has the ability to review the rents charged on a regular basis (normally every 3 years)</p> <p>It is proposed that the rent reviews due in 2022/23 are implemented and rents increased in line with market value.</p> <p>The additional income generated by the increases in the rents will support the savings identified in the Council's Corporate Plan</p>
<p>Service Area:</p> <p>Department:</p>	<p>Infrastructure & Environment, Property & Estates</p>

Lead Officer: (Name and job title)	Norrie Curtis Estates Strategy Manager
Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	04/02/2022

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

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

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

(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.)

Yes

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	N/A
Promotion of equality of opportunity?	In principle an increase in charges may have an effect on equality of opportunity.

<i>(Will your proposal help or hinder the Council with this)</i>	In practice, however, the increases are in line with inflation so the effects should be minimal.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	In principle an increase in charges may have an effect on equality of opportunity. In practice, however, the increases are in line with inflation so the effects should be minimal.

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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			

Marriage or Civil Partnership people who are married or in a civil partnership	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			
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>				

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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	Slight increase in charges may make renting property less affordable. In practice, however, the increases are in line with inflation so the effects should be minimal.
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	Slight increase in charges may make renting property less affordable. In practice, however, the increases are in line with inflation so the effects should be minimal
Area Deprivation – where you live (e.g. rural areas), where you work			X	Slight increase in charges may make renting property less affordable. In practice, however, the increases are in

(e.g. accessibility of transport)				line with inflation so the effects should be minimal
Socio-economic Background – social class i.e. parents’ education, employment and income			X	Slight increase in charges may make renting property less affordable. In practice, however, the increases are in line with inflation so the effects should be minimal
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

Signed by Lead Officer:	Norrie Curtis
Designation:	Estates Strategy Manager
Date:	04/02/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>More efficient property and asset portfolio and implementation of corporate landlord.</p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal:</p> <p>(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>	<p><i>Savings resulting from property rationalisation and implementing the Corporate Landlord model to drive efficiencies across the Council. Savings will be made from NDR, utilities, property maintenance including cleaning services. Any FTE impact is likely to be from facilities posts in affected buildings.</i></p> <p>The Corporate Landlord Model seeks to centralise all property estate related budgets, decision making and activities within a central team. This allows for a more integrated approach to property and facilities management and drives value for money decision making across the whole Council property estate which ultimately leads to significant benefits and cost savings.</p>

Service Area: Department:	Property Services and Facilities Management, Assets & Infrastructure
Lead Officer: (Name and job title)	Norrie Curtis Estates Strategy Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Corporate Landlord Programme Board
Date(s) IIA completed:	04/02/2022

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

Yes
If yes, - please state here: Directorate practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which will help eliminate discrimination.</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which will promote equality of opportunity.</p>
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>Corporate Landlord will work closely with all services within the Council including third sector partners to ensure a focussed and corporate approach to strategic property asset management providing the right property equality outcomes.</p>

<p>3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal?</p> <p>(You should consider employees, clients, customers / service users, and any other relevant groups)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	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	X	Some employees may find it more difficult to adjust to a more flexible form of working

				<p>and increased use of digital resources.</p> <p>Other employees may enjoy the opportunities that digital resources offer and the effect will be mitigated by training and flexibility in allowing staff who require to attend a workplace for work or personal reasons to do so.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>Increased digital access will empower all staff allowing them to self-serve within their roles.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</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>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			
<p>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),</p>		X		<p>Increased digital access and agile working will be a benefit to employees who are pregnant and on maternity leave – keeping in touch days will be easier to facilitate.</p>

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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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			
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	X	Some staff may not have the digital connectivity or the facilities to work from home as roles become more agile. However, staff can opt to work in a workplace.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X	X	Allowing staff to work in an agile way using digital technology places less reliance on being in an office. Remote working, subject to sufficient connectivity will benefit those living in remote communities as commuting will become less of a daily requirement. For staff living in communities with poor digital connectivity alternative provision will need to be made.

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	X	For current employees, a change to work patterns may have a negative impact on some with caring responsibilities. Equally, different work patterns will benefit some with caring responsibilities.
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Norrie Curtis
Designation:	Estates Strategy Manager
Date:	04/02/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Facilities Management Savings</p> <p><i>Savings from further optimisation of the Facilities Management Service which is expected from the development of an Estates Strategy in the first half of 2022. The continued standardisation of crossing patrol operational hours through natural turnover and redeployment. There may be an FTE impact, number to be confirmed as proposals are developed.</i></p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice</p> <p>A revised Policy/Strategy/Practice</p> <p>X <input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Structural and process re-engineering review.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> • Corporate-led, consistent single-SBC approach, external challenge • End to end processes • Reduced structures, enhanced skills, flexibility and demand-led working patterns • Demand-led & informed by evidence, customer

	<p>intelligence & customer needs</p> <ul style="list-style-type: none"> • Enhanced community engagement, participation & empowerment • Best use of physical assets – including reduced estate & single SBC view • Embracing the opportunities from Digital investment • Optimised partnership resources, including better shared services • Process Improvement, productivity focus & removal of non-value adding work, duplication & ineffective effort
<p>Service Area:</p> <p>Department:</p>	FACILITIES – Catering & Cleaning
<p>Lead Officer:</p> <p>(Name and job title)</p>	John Gray, Facilities Manager
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	
<p>Date(s) IIA completed:</p>	01/02/2022

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

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	<p>The focus on community engagement, participation and empowerment will help foster good relations between different groups.</p>

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**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	X	Older employees may find it more difficult to adjust to different forms of working and increased use of automation.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	Disabled employees may find it more difficult to adjust to different forms of working and increased use of automation.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			

<p>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),</p>		X		<p>Increased automation and consequently less physical exertion may be a benefit to pregnant employees.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	X			
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>	X			
<p>Sex: women and men (girls and boys)</p>	X			
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>	X			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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	. For current employees, a reduction in staff numbers may mean an impact on this group.
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	For current employees, a reduction in staff numbers may mean an impact on this group.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)			X	For current employees, property rationalisation may mean an impact on this group.
Socio-economic Background – social class i.e. parents'			X	For current employees, a reduction in staff numbers

education, employment and income				may mean an impact on this group.
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	<p>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</p> <p>.</p> <p>Equally, different work patterns will benefit some with caring responsibilities.</p> <p>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</p>
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	John Gray
Designation:	Facilities Services Manager
Date:	01/02/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Parks & Environment</p> <p><i>The continuation of service reviews focussed on communities, reflecting the Climate Emergency as well as the Biodiversity Duty. Working to enable communities to respond to their own priorities and initiatives, e.g Food Growing Strategy. A service wide range of operational initiatives to make more efficient use of the resources and assets, including appropriate people planning, fleet replacement and review of assets to better support effective and efficient working. Review services and create flexibility across the workforce and wider I&E department will also be a significant strand of focus. There may be an FTE impact. Number to be confirmed as proposals are developed.</i></p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal:</p> <p>(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>	<p>Service, Digital, Resource, Assets and Process review including income generation opportunities.</p> <p>This will be undertaken in line with the following principles:</p>

	<ul style="list-style-type: none"> • Service Improvements & Resilience, fit for purpose, flexible, sustainable & able to meet future challenges Linking in with other E&I and / or SBC Service area review works as appropriate • Demand-led & informed by evidence with stakeholder input, intelligence & needs • Enhanced stakeholder engagement, participation & empowerment • Improved internal communications & workforce engagement & inclusion Embracing the opportunities from Digital investment • End to end process review & improvement • Productivity, Efficiency & Sustainability, removal of non-value adding work, duplication & ineffective effort • Review of Workforce & Assets to identify investment & development opportunities • Operations & Structures review, enhanced skills, flexibility and demand-led working patterns • Optimised partnership resources, including better shared services • Best use of property & physical assets
<p>Service Areas:</p> <p>Department:</p>	<p>Parks & Environment,</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Jason Hedley</p> <p>Chief Officer Roads</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>I&E Director</p> <p>Service Area Managers & Teams</p>

	HR, Finance & IT Business Partners
Date IIA completed:	31/01/2022

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

Yes
If yes, - please state here: Departmental practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<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 3.2.) Yes</i>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, improved staff communications & engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Improved staff communications & engagement & process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	The focus on staff engagement/communications, community engagement, participation and empowerment will help foster good relations between different groups.

**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	X	<p>Increased use of digital resources and a reduced property estate may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources however more flexible operations and</p>

				<p>processes, with development opportunities for staff during their working life, may prove beneficial to many.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>A reduced property estate may impact adversely on people with a disability.</p> <p>This will be considered in the design phase.</p> <p>Increased digital access is a potentially positive development.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.</p>
<p>Gender Reassignment Trans/Transgender Identity anybody whose gender identity or</p>	X			

gender expression is different to the sex assigned to them at birth				
Marriage or Civil Partnership people who are married or in a civil partnership	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		Increased digital access should be a benefit.
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			
3.3 Fairer Scotland Duty 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.				

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.

Is the proposal strategic? Yes If No go to Section 3.4

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	
<p>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.</p>		X	X	<p>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services.</p> <p>An increased use of digital resources can mitigate this by reducing the need to visit Council premises.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
<p>Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace</p>		X	X	<p>An increased use of digital resources may impact on this group. This will be taken into account in the service design.</p>

<p>broken electrical goods, warm home, leisure and hobbies</p>				<p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		<p>X</p>	<p>X</p>	<p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties.</p> <p>This will be taken into account during the service review.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>For current employees, property rationalisation may mean an impact on this group.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		<p>X</p>	<p>X</p>	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p>

				For current employees, any potential reduction in staff numbers may mean an impact on this group.
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	For current employees, a change to work patterns could have either a positive or negative impact on some with caring responsibilities. Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
Homelessness	X			
Addictions and substance use	X			
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.

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

Yes

Signed by Lead Officer:	Jason Hedley
Designation:	Chief Officer, Roads
Date:	31/01/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Roads & Infrastructure</p> <p><i>Develop a viable, agile and sustainable service that seeks to improve the Borders network and build commercial opportunities. The service will identify and implement a new service delivery structure that focuses development in people planning, resources and assets. Greater use of digital will support delivery and transformation. There may be a FTE impact. Numbers to be confirmed as proposals are developed.</i></p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal:</p> <p>(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>	<p>Service, Digital, Resource, Assets and Process review including income generation opportunities.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> • Service Improvements & Resilience, fit for purpose, flexible, sustainable & able to meet future challenges Linking in with other I&E and / or SBC Service area review works as appropriate • Demand-led & informed by evidence with stakeholder input, intelligence & needs

	<ul style="list-style-type: none"> • Enhanced stakeholder engagement, participation & empowerment • Improved internal communications & workforce engagement & inclusion Embracing the opportunities from Digital investment • End to end process review & improvement • Productivity, Efficiency & Sustainability, removal of non-value adding work, duplication & ineffective effort • Review of Workforce & Assets to identify investment & development opportunities • Operations & Structures review, enhanced skills, flexibility and demand-led working patterns • Optimised partnership resources, including better shared services • Best use of property & physical assets
<p>Service Areas:</p> <p>Department:</p>	<p>Roads & Infrastructure</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Jason Hedley</p> <p>Chief Officer Roads</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>I&E Director</p> <p>Service Area Managers & Teams</p> <p>HR, Finance & IT Business Partners</p>
<p>Date IIA completed:</p>	<p>03/02/2022</p>

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

Yes
If yes, - please state here: Departmental practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010?	
<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 3.2.) Yes</i>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, improved staff communications & engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Improved staff communications & engagement & process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	The focus on staff engagement/communications, community engagement, participation and empowerment will help foster good relations between different groups.

**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	X	<p>Increased use of digital resources may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.</p>
Disability e.g. Effects on people with mental, physical, sensory		X	X	<p>Increased digital access is a potentially positive development.</p>

impairment, learning disability, visible/invisible, progressive or recurring				Disabled employees may find it more difficult to adjust to a more flexible form of working however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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		Increased digital access should be a benefit.
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees,	X			

migrants and asylum seekers)				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic? Yes If No go to Section 3.4

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	For current employees, any potential reduction in staff numbers may mean an impact on this group.
Material Deprivation – being unable to access			X	For current employees, any potential reduction in staff

basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				numbers may mean an impact on this group.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)			X	<p>There is a potential for property rationalisation to have a negative operational impact depending on the location of future properties.</p> <p>This will be taken into account during the service review.</p> <p>For current employees, property rationalisation may mean an impact on this group.</p>
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	For current employees, a change to work patterns could have either a positive or negative impact on some with caring responsibilities.

				Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
Homelessness	X			
Addictions and substance use	X			
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.

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

Yes

Signed by Lead Officer:	Jason Hedley
Designation:	Chief Officer, Roads
Date:	03/02/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Waste Management</p> <p><i>Savings to be made from further optimisation of the Waste Service including review of working patterns. Future years' savings from implementation of national legislation including Deposit Return Scheme and Extended Producer Responsibility obligations. .</i></p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice</p> <p>A revised Policy/Strategy/Practice X</p>
<p>Description of the proposal:</p> <p>(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>	<p>Structural and process re-engineering review.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> • Service improvement and adjustments to ensure fit for purpose, flexible, affordable and able to meet future challenges. • Linking in with other I&E and / or SBC Service area review works as appropriate • Embracing the opportunities from Digital investment • Review structures, enhance skills, flexibility and

	<p>demand-led working patterns</p> <ul style="list-style-type: none"> • Enhanced community engagement, participation & empowerment • Best use of physical assets – including reduced estate & single SBC view • Optimised partnership resources, including better shared services • Process Improvement, productivity focus & removal of non-value adding work, duplication & ineffective effort •
<p>Service Area:</p> <p>Department:</p>	WASTE
<p>Lead Officer: (Name and job title)</p>	<p>Ross Sharp-Dent</p> <p>Waste Manager</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	
<p>Date(s) IIA completed:</p>	03/02/22

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

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, staff communication & engagement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Process improvement, staff communication & engagement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.
Foster good relations?	The focus on staff engagement/communications, community engagement, participation and empowerment

(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)	will help foster good relations between different groups.
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**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	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact on older people. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p> <p>Increased use of digital resources may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase, Conversely, older people can benefit from increased digital access.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources, however more</p>

				flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact on those with a disability. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p> <p>Increased digital access is a potentially positive development.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working, however more flexible operations and processes, with development opportunities for staff during their working life, may prove beneficial to many.</p>
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is	X			

different to the sex assigned to them at birth				
Marriage or Civil Partnership people who are married or in a civil partnership	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		Increased digital access should be a benefit.
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			
3.3 Fairer Scotland Duty				

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>For current employees, any potential reduction in staff</p>

				numbers may mean an impact on this group.
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	X	For current employees, any potential reduction in staff numbers may mean an impact on this group.
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	X	Changes to waste collection and disposal services has the potential to have both a positive and negative impact on older people. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical. An increased use of digital resources may impact on this group. This will be taken into account in the service design. For current employees, any potential reduction in staff

				numbers may mean an impact on this group.
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	<p>Changes to waste collection and disposal services has the potential to have both a positive and negative impact on older people. This will be mitigated by consideration of these matters during the service design. Communication of changes will be critical.</p> <p>For current employees, a change to work patterns could have either a negative or positive impact on some with caring responsibilities.</p> <p>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</p>
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Ross Sharp – Dent
Designation:	Waste Manager
Date:	03/02/22
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Passenger Transport
What is it?	<input type="checkbox"/> 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).)	The transport review will look at our approach to tender renewal and alternative modes of transport such as Demand Responsive Transport (DRT). This innovative way of delivering public transport differs from the current fixed route services and is defined by customers booking the service through an easy to use app or calling the operator directly to book.
Service Area: Department:	Passenger Transport
Lead Officer: (Name and job title)	Ross Sharp-Dent Waste Manager
Other Officers/Partners involved:	

(List names, job titles and organisations)	
Date(s) IIA completed:	03/02/2022

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

Yes
<p>If yes, - please state here:</p> <p>This proposal is directly linked into the councils climate change route map, National Transport Strategy, Strategic Transport Projects Review 2</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>The proposal is focussed on reducing transport poverty and inequality across the Borders region. The aim of the proposal is to break down barriers for rural residents to enable them to access transport therefore this proposal will help the council to eliminate</p>

	discrimination by improving access to those who stay out with larger towns and villages
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>The proposal will</p> <p>Reduce Inequalities – providing fair access to services required, easy to use for all and affordable for all</p> <p>Provide new transport links to communities not already on the existing bus network</p> <p>Enhance links between modes of transport</p> <p>Take Climate Action – contribute to Net Zero Targets, promote greener and cleaner choices</p> <p>Helps Deliver Inclusive Economic Growth – Will be reliant, efficient and high quality service, use of beneficial innovation</p> <p>Improves our Health and Wellbeing – Safe and secure for all, enables us to make healthy travel choices and help make our communities great places to live</p>
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The focus on staff, stakeholder and community engagement, participation and empowerment will help foster good relations between different groups.</p>

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	X	<p>Analysis of patronage data and postcode data provided by key stakeholders has identified that transport links to the more rural areas of the region are sparse</p> <p>Improvements to bus services (i.e. timetables and routes) will improve transport links which will reduce social isolation and improve access to vital services</p> <p>Moving to digital apps for booking Demand Responsive Transport may put people off so any booking system will recognise that not all people use digital technology to book transport</p>
Disability e.g. Effects on people with mental, physical, sensory		X	X	Any vehicles contracted to operate on Scottish Borders Councils supported bus routes

<p>impairment, learning disability, visible/invisible, progressive or recurring</p>				<p>are required to comply with PSVAR 2000 (Public Vehicle Accessibility Regulations)</p> <p>Information relating to services will be made available in multiple formats</p> <p>Driver CPC training covers topics such as supporting passengers with visual impairments. All drivers are required to undertake 7 Hours of Training per year</p> <p>Those in this group may be more reliant on public transport. Therefore alterations to bus services (i.e. timetables and routes) may impact access to public transport, which has implications for social isolation and access to goods/services.</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>	<p>X</p>			
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	<p>X</p>			
<p>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</p>	<p>X</p>			

maternity discrimination is for 26 weeks after giving birth),				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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	
<p>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.</p>		X	X	<p>The proposal will</p> <p>Reduce Inequalities – providing fair access to services required, easy to use for all and affordable for all</p> <p>Under 22s will have improved access to transport under the Scottish Governments free travel scheme</p> <p>Those in this group may be more reliant on public transport. Alterations to bus services (i.e. timetables and routes) may impact access to public transport, which has implications for social isolation and access to goods/services.</p>
<p>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</p>		X	X	<p>The proposal will:</p> <p>Provide new transport links to communities not already on the existing bus network</p> <p>Enhance links between modes of transport</p> <p>Helps Deliver Inclusive Economic Growth – Will be reliant, efficient and high quality service, use of beneficial innovation</p> <p>Improves our Health and Wellbeing – Safe and secure</p>

				<p>for all, enables us to make healthy travel choices and help make our communities great places to live</p> <p>Alterations to bus services (i.e. timetables and routes) may impact access to public transport, which has implications for social isolation and access to goods/services.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		X	X	<p>The Scottish Borders features highly on the Scottish Multiple Deprivation index.</p> <p>Berwickshire has been identified as the highest on the index in our region and therefore our proposal is focussed on this locality and improving access to key services and employment in the first instance.</p> <p>Alterations to bus services (i.e. timetables and routes) may impact access to public transport, which has implications for social isolation and access to goods/services.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		X	X	<p>The project will ensure that Transport is accessible to all</p> <p>Alterations to bus services (i.e. timetables and routes) may impact access to public transport, which has implications for social isolation and access to goods/services.</p>
<p>Looked after and accommodated</p>	X			

children and young people				
Carers paid and unpaid including family members		X	X	Alterations to bus services (i.e. timetables and routes) may impact access to public transport, which has implications for social isolation and access to goods/services.
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Ross – Sharp – Dent

Designation:	Waste Manager
Date:	03/02/22
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Planning Services</p> <p><i>Review of internal processes and technology opportunities to drive efficiencies..</i></p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/> X</p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Structural and process re-engineering review and income generation opportunities.</p>
<p>Service Area:</p> <p>Department:</p>	<p>Infrastructure & Environment</p> <p>Planning</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Ian Aikman</p> <p>Chief Planning & Housing Officer</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Transformation support/HR/Finance</p>

Date(s) IIA completed:	04/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes
If yes, - please state here:
Departmental practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The focus on community engagement, participation and empowerment will help foster good relations between different groups.</p>
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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	
<p>Age Older or younger people or a specific age grouping</p>		X	X	<p>Increased use of digital resources may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory</p>		X	X	<p>Increased digital access is a potentially positive development.</p>

impairment, learning disability, visible/invisible, progressive or recurring				Disabled employees may find it more difficult to adjust to a more flexible form of working.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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	Increased digital access will be a benefit.
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	X			

atheists and those with no aligned belief)				
Sex women and men (girls and boys)	X			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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		X	X	An increased use of digital resources can reduce the need to visit Council premises.

and no provision for the future.				For current employees, a reduction in staff numbers may mean an impact on this group.
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	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)			X	For current employees, property rationalisation may mean an impact on this group.
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>For current employees, a reduction in staff numbers</p>

				may mean an impact on this group.
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	<p>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</p> <p>Equally, different work patterns will benefit some with caring responsibilities.</p> <p>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</p>
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Ian Aikman
Designation:	Chief Planning & Housing Officer
Date:	04/02/2022
Counter Signature Director	John Curry
Date:	08/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal: Review of LDS Day Services</p>	
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice <input type="checkbox"/> X</p>
<p>Description of the proposal:</p>	<p>Review and re-provide for client needs, as appropriate. The review will engage stakeholders and benchmark service provision with other local authorities in Scotland and propose alternative service provision. This will include the new digital strategy to support providing services in different ways to reduce isolation and increase social interaction. This is likely to be a change from building to community based workplace and no FTE impact is expected.</p>
<p>Service Area: Department:</p>	<p>LDS Health & Social Care</p>
<p>Lead Officer: (Name and job title)</p>	<p>Simon Burt – General Manager Lisa Samson – SB Cares</p>

<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Jen Holland – Head of Service SB Cares</p> <p>Douglas Ireland – GM LDS</p> <p>Susan Henderson – planning and development officer</p> <p>TL’s SB Cares</p>
<p>Date(s) IIA completed:</p>	<p>01/02/2022</p>

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

<p>No <i>(please delete as applicable)</i></p>
<p>If yes, - please state here:</p>

3 Legislative Requirements

<p>3.1 Relevance to the Equality Duty:</p>	
<p>Do you believe your proposal has any relevance under the Equality Act 2010? 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 3.2.)</i></p>	
<p>Equality Duty</p>	<p>Reasoning:</p>
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p>	<p>Increasing social interaction and reducing social isolation will assist in eliminating discrimination.</p>

<i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Enabling service users to maximise their opportunity and independence will help with equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	A focus on gaining independence and increasing social interaction will help in fostering good relationships.

**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		Enabling service users to maximise their opportunity and independence will aid groups of all ages.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability,		x		As above

visible/invisible, progressive or recurring				
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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 3.4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	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			
Material Deprivation – being unable to access basic goods and	X			

services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
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		Increasing options for service users will provide greater respite opportunities.
Homelessness	X			
Addictions and substance use	X			
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.

Yes (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.

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Signed by Lead Officer:	Susan Henderson
Designation:	Planning and development officer
Date:	01/02/2022
Counter Signature Director	Stuart Easingwood
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>HCSS Recommissioning (Learning Disability)</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Recommissioning of the service with a suitable external provider to meet the client needs in a more efficient and effective manner, thereby realising financial savings with little or no disruption to the client base.</p> <p>(External provider appointed with effect from 30th November 2021).</p>
<p>Service Area:</p> <p>Department:</p>	<p>Social Work & Practice</p> <p>Learning Disability</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Susan Henderson</p> <p>Planning & Development Officer</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Simon Burt</p> <p>General Manager</p> <p>Iain Davidson</p>

	Employee Relations Manager
Date(s) IIA completed:	31 st January – 1 st February 2022

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

No
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	N/A
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	The use of an external provider, who has now set up in the Borders area, creates opportunities for those interested in a career in social care.

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>N/A</p>
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**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		A more efficient service will benefit service users.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 4

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			
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		The development of a new addition to an existing care service brought some employment to the area. Some staff from SBC were deployed into existing SBC vacancies
Socio-economic Background – social	X			

class i.e. parents' education, employment and income				
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
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.

The proposal has already been implemented, with employees in the service given the option of transferring to the provider or redeploying to another role within the Council.

A number of employees transferred over so there was a continuity of service.

The performance of the provider will be monitored against the contract and any issues addressed, but there is no requirement for a full assessment.

Signed by Lead Officer:	Susan Henderson
Designation:	Planning & Development Officer
Date:	1st February 2022
Counter Signature Director	Stuart Easingwood
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal: Complex Care Unit</p>	
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice X<input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Service redesign; repatriation of clients from outside the Scottish Borders area.</p> <p>The proposal is to provide land to a 3rd sector provider in order to allow them to build a Complex Care Unit within the Borders for 8 – 12 adults with a Learning Disability. The provider would build and staff the service and the partnership would purchase placements as required. The service has been identified as a commissioning priority within the Learning Disabilities Commissioning Strategy. The service once available would allow the repatriation of service users outwith the Borders and provide a higher quality of local service provision. This would also likely reduce the need for hospital placements and reduce</p>

	the length of stay for hospital in patients.
Service Area: Department:	LDS
Lead Officer: (Name and job title)	Simon Burt – General Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Keith Taylor – Cornerstone Marion Kimber – LDS Dr Mark Hughes – LDS Kathryn Dixon – SBC Contracts Susan Henderson – Performance and Planning Officer LDS
Date(s) IIA completed:	02/02/2022

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

No <i>(please delete as applicable)</i>
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010? 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 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	Yes – Providing local housing to a protected group
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	Yes – as above
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	Yes – as above. Reduction in out of area placements.

**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		Carers have less distance to travel to see relatives. Carers supported by having a suitable placement for their adult offspring.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		Local placements. Higher quality. Reduced likelihood of prolonged hospital placements.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
Marriage or Civil Partnership people who are married or in a civil partnership	x			
Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In	x			

the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes / *(please delete as applicable)*

If No go to Section 3.4

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		Less travelling to see relatives. Typically people this service is designed for would fit this economic group. They will experience a higher quality of care and support.
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		As above
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		x		As above
Socio-economic Background – social class i.e. parents' education, employment and income		x		As above
Looked after and accommodated children and young people	X			

Carers paid and unpaid including family members		x		As above. Reduces carer stress as more readily available supported accommodation.
Homelessness	x			
Addictions and substance use	x			
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.

Yes (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.

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Signed by Lead Officer:	Simon Burt
Designation:	General Manager
Date:	02/02/2022

Counter Signature Director	Stuart Easingwood
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal: Locality Working</p>	
<p>What is it?</p> <p>Locality working has been on the agenda of H&SC for a number of years. Pre Covid, What Matters Hubs provided a single point of contact in towns for SW support. As a response to Covid, Community Assistance Hubs have been established in each locality. The aim is now to combine these two approaches to provide a single point of contact in each locality for H&SC support. This single point of access will be supported by multidisciplinary teams which can provide a joined up approach to a client's care.</p> <p>The model will also include wider council services such as Community Learning and Development, Customer Advice and Support, Housing and Communities and Partnerships as well as the Third and Voluntary sector.</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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> <p>Aim -</p> <ul style="list-style-type: none"> • We will provide a single point of contact for support in each locality to assist with - <ul style="list-style-type: none"> ○ Health, care and wellbeing ○ Economy, skills and learning ○ Quality of life ○ Our homes 	

- All of which will increase the resilience of our community
- We will support communities to develop and improve the model

Our ways of working

- Person and family centred
- Accessible
- Focus on health and wellbeing outcomes
- Integrated Partnership approach
- Community based
- Developed with the community
- Use local intelligence to prioritise and shape services
- Empower communities
- Improve the resilience and sustainability of communities
- Ensure consistency of core practices across Localities
- Ensure equity in service provision across Localities
- Continual service improvement/development

Outcomes

- More people in good health (physical and mental) and leading an active lifestyle at every age and stage of life
- Improved support and care for older people
- Our public services are high quality, continually improving, efficient and responsive to local people's needs
- Individuals and communities will benefit from joined up seamless services
- Improved shared Planning processes
- Simplified referral pathways
- Joint working between acute and community services to avoid admission and advance discharge
- Secondary care pull patients back into the community
- Working in Partnership will provide joined up, seamless services
- More efficient use of resources through the maximum integration of services
- Reduce duplication
- Reduce inappropriate referrals to wrong services

The aim is to create a single point of contact in each locality for support. The model will be based on the expanding the service provided by the current Community Assistance Hubs and incorporating the model used by the pre COVID What Matters Hubs. Daily virtual support, using an asset based conversation will be provided by the 0300 number supported by a multidisciplinary team. The core multi-disciplinary team will meet daily to discuss -

- Discuss those in each area who are in hospital
- Ready for discharge
- Worried about in community
- New individuals who are identified as a concern
- Review of home 1st capacity
- Review care at home capacity
- Review shared client list
- Feedback from community hospital
- Incoming new referrals from 'What Matters' and other referral pathways
- Information sharing, Communication with Third Sector and other partners

Post Covid – physical “What Matters” style hubs will be developed with near me rooms, supported by the third sector, volunteers, CAS and the Multi-disciplinary team

A weekly Community Meeting (name tbc) to include Third Sector and other Partners, will complete the model, with support provided by this group to the core team.

The core partners that will be included in the model are -

GP's

District Nurses

Social Work

AHP's

Home First

Home Care teams

Local Area Coordinators

Mental Health and LD

Public Health including Wellbeing Service

Third Sector (CAB and other third sector commissioned services)

Resilient communities & other Community Groups

START

Community Hospitals

Customer Advice & Support

Communities & Partnership team

Financial inclusion teams

Attend Anywhere/Near me rooms

Community Learning & Development

Education

Community Planning Partnership

Early Years Centres

Health Visitors


Matching Unit

Each key team that supports the core H&SC model will develop specific team ways of working and practices which will support the models vision and aims. These include Health, CLD, Communities and Partnerships, Wellbeing, Customer Advice and Support.

Service Area:	SBC - Health and Social Care, Customer and Communities, Community learning and Development, Education, Housing.
Department:	NHS – LAC's, Wellbeing Service, District Nurses, Home First Independent sector care providers, housing providers Third Sector and other key partners
Lead Officer: (Name and job title)	Jenni Craig Jen Holland

	Chris Myers
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Group Manager, Social Care & Health, SBC - Shona MacCorquodale</p> <p>General Manager, Primary and Community NHS Borders - Susannah Flower</p> <p>Associate Director AHP's NHS Borders - Paul Williams</p> <p>Communities and Partnerships Manager, SBC- Shona Smith</p> <p>Quality Improvement Officer, SBC- Kevin McCall</p> <p>Project Manager, Business Change & Improvement, SBC - Jenny Rudkin</p> <p>CLDS Youth Work Team Leader, SBC – Norrie Tait</p> <p>Customer Services Manager, SBC - Les Grant</p> <p>Local Area Coordinator Manager, NHS Borders – Claire Veitch</p> <p>Head of Health Improvement/Strategic Lead ADP, NHS Borders - Fiona Doig</p> <p>Programme Manager SW Review, SBC – Clare Richards</p> <p>Programme Manager H&SCP, SBC - Graeme McMurdo</p> <p>Programme Manager, SBC – Frances Eneide</p> <p>Project Support Officer, SBC - Suzanne Hislop</p>
Date(s) IIA completed:	04.03.21, revised 08/02/2022

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

<p>Yes / No <i>(please delete as applicable)</i></p>
<p>If yes, - please state here:</p> <p>As well as being part of the FF2024 programme, the model also forms part of the H&SC Strategic Implementation plan (SIP). The SIP has a number of projects which link into locality working. These links can be seen on the attachment below. The model is in line with the Scottish Borders Community Plan.</p> <div style="text-align: center;">  <p>localities mapping for SIP.docx</p> </div>

3 Legislative Requirements

<h3>3.1 Relevance to the Equality Duty:</h3>	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Eliminate – The locality model will make services more accessible to all. Providing rounded, whole family support in localities</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>The model will provide an equal opportunity for the public to access services</p>

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>The model will be based on a high level framework which will be issued to locality teams. The teams will then engage with their communities to develop the model based on local need. This will foster good relations and take into consideration all aspects of the community irrespective of equality characteristics.</p>
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**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		Y		The model will provide joined up services in each locality for the whole family/all ages.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		Y		The model will provide joined up support in each locality for all and will be able to signpost to further support services and organisations.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth		Y		The model will provide joined up services in each locality for all.
Marriage or Civil Partnership people who		Y		The model will provide joined up services in each locality for all.

are married or in a civil partnership				
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),	Y			The model will provide joined up services in each locality for all, but will not change the way maternity services are provided.
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		Y		The model will provide joined up services in each locality for all.
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)		Y		The model will provide joined up services in each locality for all.
Sex women and men (girls and boys)		Y		The model will provide joined up services in each locality for all.
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual		Y		The model will provide joined up services in each locality for all.
<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>				

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.

Is the proposal strategic?

Yes (*please delete as applicable*)

If No go to Section 4

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.		Y		The core team will be able to gain support from community team who will be able to offer support by financial inclusion team, CAB and others. The model will provide a single point of access for all, for multiple areas of support.
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		Y		The core team will be able to gain support from community team who will be able to offer support by financial inclusion team, CAB and others. The model will provide a single point of access for all, for multiple areas of support.
Area Deprivation – where you live (e.g. rural areas), where you work		Y		The model will be available in each locality but also virtually via the 0300 number and online support will also be

(e.g. accessibility of transport)				available via Attend Anywhere/Near Me.
Socio-economic Background – social class i.e. parents' education, employment and income		Y		
Looked after and accommodated children and young people	N			This is currently being considered and will be updated
Carers paid and unpaid including family members		Y		Access to support from the Carers Centre will be available via the what matters hubs
Homelessness		Y		Support will be provided on homelessness and wellbeing via the virtual what matters hub.
Addictions and substance use		Y		Support will be provided on homelessness and wellbeing via the virtual what matters hub.
Those involved within the criminal justice system	N			

4 Full Integrated Impact Assessment Required

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

Yes (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.

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Signed by Lead Officer:	Jen Holland/ Stuart Easingwood
Designation:	Director – Strategic Commissioning & Partnerships Chief Social Work Officer
Date:	11/02/2022
Counter Signature Director	Stuart Easingwood
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal: Shared Lives</p>	
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>The commissioning of a Shared Lives scheme within the Borders. The aim is up to 25 placements over a 3 year period for adults with a learning disability who require live in supported accommodation, respite care and/or day time support.</p> <p>The scheme is now in its third year.</p> <p>(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>	
<p>Service Area: LDS</p> <p>Department: Social Work & Practice</p>	
<p>Lead Officer: Simon Burt – General Manager</p> <p>(Name and job title)</p>	
<p>Other Officers/Partners involved:</p> <p>Susan Henderson – Planning and Performance</p> <p>Ryan Douglas – Contracts</p>	

John Yallop – Finance SBC Emma Martindale – ATL Cornerstone Shared Lives team Shared Lives Carers (List names, job titles and organisations)	
Date(s) IIA completed: updated 4-2-22	

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

No <i>(please delete as applicable)</i>
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
Do you believe your proposal has any relevance under the Equality Act 2010? yes <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 3.2.)</i>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment.	Yes – provides suitable support for adults who are vulnerable due to disability.

<i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Yes – Provides appropriate support and enablement to allow greater opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	Yes – provides a high quality of support.

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		Supports carers
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		Provides appropriate support for adults with disabilities to live within the local community.
Gender Reassignment Trans/Transgender Identity anybody whose	x			

gender identity or gender expression is different to the sex assigned to them at birth				
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes (*please delete as applicable*)

If No go to Section 3.4

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		Positive impact. People with disabilities are over represented in this group.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods,		x		As above

warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		x		As above
Socio-economic Background – social class i.e. parents' education, employment and income		x		As above
Looked after and accommodated children and young people		x		This scheme is providing 7 placements for adults currently moving from placements provided by Foster Carers and will provide future opportunities
Carers paid and unpaid including family members		x		Suitable placements will provide replacement care and respite to carers.
Homelessness	x			
Addictions and substance use	x			
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.

Yes *(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.

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Signed by Lead Officer:	Susan Henderson
Designation:	Planning and Development officer
Date:	04/02/2022
Counter Signature Director	Stuart Easingwood
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Additional Fees & Charges – Health & Social Care</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice X<input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Increase the charges of Meals at Home from £3.40 per meal to £3.50 per meal (excl VAT), an increase of 2.94%.</p>
<p>Service Area:</p> <p>Department:</p>	<p>Social Work & Practice</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Chris Myers</p> <p>Chief Officer Health & Social Care</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Martyn Housecroft</p> <p>Finance Business Partner</p> <p>Iain Davidson</p> <p>Employee Relations Manager</p>

Date(s) IIA completed:	04/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

No <i>(please delete as applicable)</i>
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change will be the same for all so does not discriminate.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change will be the same for all but will affect some groups more.
Foster good relations?	N/A

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**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	<p>This will increase the cost by £36.40 per year, assuming meals are ordered over 7 days.</p> <p>This will have a larger effect on elderly people who are more likely to use this service.</p> <p>Elderly people may also have less disposable income.</p> <p>The increase is a small one and below the rate of inflation.</p>
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring			X	<p>This will increase the cost by £36.40 per year, assuming meals are ordered over 7 days.</p> <p>This will have a larger effect on disabled people who are more</p>

				likely to use this service. The increase is a small one and below the rate of inflation.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>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.</p>			X	<p>The increase will affect those with low/ no wealth more than others.</p> <p>However, the increase is a small one and below the rate of inflation.</p>

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	The increase will affect those who are materially deprived more than others. Against that the increase is a small one and below the rate of inflation.
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			
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.

Yes (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.

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Signed by Lead Officer:	Stuart Easingwood
Designation:	Chief Social Work Officer
Date:	14/02/2022
Counter Signature Director	Stuart Easingwood
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Increased Fees & Charges – School Lets
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X
Description of the proposal: Forecast fees & charges increase to be agreed: School Lets - increase of between 20p and 90p per hour	Forecast fees & charges increase to be agreed. Inflationary increase on School Lets.
Service Area: Department:	Education & Lifelong Learning
Lead Officer: (Name and job title)	Michelle Strong
Other Officers/Partners involved:	

(List names, job titles and organisations)	
Date(s) IIA completed:	02/02/2022

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

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Yes, an increase in fees could adversely impact on some groups in terms of the school lets increase</p>

<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Yes – it could hinder the Council</p>
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>It could hinder the Council's relationship to a certain degree</p>

<p>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)</p>				
<p>Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.</p>				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Age Older or younger people or a specific age grouping</p>			X	<p>Some groups may struggle with the added cost</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>	X			
<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			

Marriage or Civil Partnership people who are married or in a civil partnership	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			
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>				

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.

Is the proposal strategic?

Yes

If No go to Section 4

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 increase could affect affordability for some groups
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	As above
Area Deprivation – where you live (e.g. rural areas), where you work			X	As above

(e.g. accessibility of transport)				
Socio-economic Background – social class i.e. parents’ education, employment and income			X	As above
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

Signed by Lead Officer:	Michelle Strong
Designation:	Chief Education Officer
Date:	02/02/2022
Counter Signature Director	Lesley Munro, Director Education & Lifelong Learning
Date:	03/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Increased fees for non-funded childcare
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/>
Description of the proposal: Increase the fees for non-funded childcare in the 9 Scottish Borders Childcare hubs and the Selkirk Out of School Club from 18 April 2022	The current hourly rate of £3.20 was set 14 years ago and was an average of the rates charged by other sectors. It is now significantly less than the Council is paying partners to provide early learning childcare (ELC) of £5.65 for 2 year olds and £5.31 for 3 and 4 year olds. The figures that we have from 2019/20 show that the rates payable for childcare in Scottish Borders range from £4.00 for a Childminder to £6.05 in a Private Nursery for 2 year olds and £4.00 for a Childminder to £5.85 in a Private Nursery for 3 and 4 year olds. The rate significantly undercuts our partner providers in locations where we have this provision and is detrimental to their sustainability.
Service Area: Department:	Education & Lifelong Learning Early Years
Lead Officer:	Grace Frew

(Name and job title)	
Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	02/02/2022

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

No
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010? <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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	This proposal will reduce discrimination based on where families live as that determines whether or not they can access a council provision, thereby benefitting

	from lower rates than the commercial rate charged by other sectors.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	This proposal will reduce the inequality of provision for wraparound care as only parents/carers who can access a place at a Council provision benefit. Availability of sustainable partner providers give choice to parent/carers.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	This proposal will improve the relationship between the council and its childcare partner providers as it will not have such an effect on their sustainability.

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	Families of children paying the current rate will have to pay more for wrap around care and out of school care.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or	X			

gender expression is different to the sex assigned to them at birth				
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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	Families of children paying the current rate will have to pay more for wrap around care and out of school care.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods,			X	Families of children paying the current rate will have to pay more for wrap around care and out of school care.

warm home, leisure and hobbies				
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			
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.

Yes

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

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Signed by Lead Officer:	Grace Frew
Designation:	Quality Improvement Officer
Date:	02/02/2022
Counter Signature Director	Lesley Munro
Date:	3/2/22

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Review of Central Schools, will continue in 2022/23. Intention is to create a focussed and fit-for-purpose structure providing strategic leadership for the core objectives as set out in the Children & Young People Improvement Plan, identifying service delivery models that support outcomes for Children & Young People at a locality model. This may result in a change in duties and grade for a number of staff and a reduction of up to 2 FTE.</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/> X A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>Central Schools</p>	<p>Structural and process re-engineering review and income generation opportunities.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> • Corporate-led, consistent single-SBC approach, external challenge • End to end processes

	<ul style="list-style-type: none"> • Reduced structures, enhanced skills, flexibility and demand-led working patterns • Demand-led & informed by evidence, customer intelligence & customer needs • Enhanced community engagement, participation & empowerment • Embracing the opportunities from Digital investment • Optimised partnership resources, including better shared services • Process Improvement, productivity focus & removal of non-value adding work, duplication & ineffective effort
<p>Service Area:</p> <p>Department:</p>	<p>Education & Lifelong Learning</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Lesley Munro</p> <p>Director Education & Lifelong Learning</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	
<p>Date(s) IIA completed:</p>	<p>10/02/2022</p>

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

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.</p>
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	N/A

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**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	X	<p>Increased use of digital resources and a reduced property estate may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p>

<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>Increased digital access is a potentially positive development.</p> <p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</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>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			
<p>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),</p>			X	<p>Increased digital access will be a benefit.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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		X	X	An increased use of digital resources can mitigate this

and pay bills but have no savings to deal with any unexpected spends and no provision for the future.				<p>by reducing the need to visit Council premises.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<p>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</p>		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>	X			
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p>

				For current employees, a reduction in staff numbers may mean an impact on this group.
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	For current employees, a change to work patterns may have a negative impact on some with caring responsibilities. Equally, different work patterns will benefit some with caring responsibilities. Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Lesley Munro
Designation:	Director Education & Lifelong Learning
Date:	09/02/2022
Counter Signature Director	Lesley Munro
Date:	09/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p> <p>School Transport Review</p>	<p>School Transport is outsourced and will have to be retendered for Additional Needs Transport once all the revised delivery arrangements have been modelled.</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/> X</p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>School Transport</p>	<p>Review of the Additional Needs Transport requirement</p>
<p>Service Area:</p> <p>Department:</p>	<p>Education & Lifelong Learning</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Christian Robertson</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	
<p>Date(s) IIA completed:</p>	<p>02/02/2022</p>

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

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	No
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	There is a potential for this to be hindered, but this will be addressed in the tender criteria.
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	No

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**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	X	The impact is dependent on the detail of the new arrangements, which will be covered in the tender criteria.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	The impact is dependent on the detail of the new arrangements, which will be covered in the tender criteria.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth, and is linked to	X			

maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),				
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</p>				

If No go to Section 3.4

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	
<p>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.</p>			X	<p>There is a potential negative impact in that those with low/ no wealth may be more likely to use school transport and less able to find alternative means of travel.</p> <p>This will be addressed in the tendering arrangements.</p>
<p>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</p>			X	As above
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>			X	<p>Children in more rural areas may depend on school transport more.</p> <p>This will be addressed in the tender criteria.</p>
<p>Socio-economic Background – social class i.e. parents'</p>			X	<p>There is a potential negative impact in that those in the lower socio – economic classes may be more likely to use school transport and</p>

education, employment and income				less able to find alternative means of travel. This will be addressed in the tendering arrangements.
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

--

Signed by Lead Officer:	Christian Robertson
	QIM

Designation:	
Date:	02/02/2022
Counter Signature Director	Lesley Munro
Date:	03/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Outcomes Funding Galashiels Academy
What is it?	A new Policy/Strategy/Practice <input checked="" type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/>
Description of the proposal: Funding that will be received from Scottish futures Trust in relation to the new Galashiels Academy building	The new Galashiels Academy building will be initially funded from Scottish Borders Council (SBC) Capital budget. Scottish Government through Scottish Futures Trust will reimburse SBC over a period of 25 years for a proportion of the cost subject to certain conditions being met
Service Area: Department:	Education & Lifelong Learning
Lead Officer: (Name and job title)	Lesley Munro Director Education & Lifelong Learning
Other Officers/Partners involved: (List names, job titles and organisations)	

Date(s) IIA completed:	02/02/2022

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

No
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

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

(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.)

Yes

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The proposal will eliminate discrimination in offering greater equity of access and opportunity for residents and pupils in the community through the provision of high quality environments, extended access and wider provision.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The proposal will offer greater equality of opportunity in that it will provide equity of access and opportunity for residents and pupils in the community through the

	provision of high quality environments, extended access and wider provision.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The proposal will help foster good relations in respect of offering greater equity of access and opportunity for residents and pupils in the community through the provision of high quality environments, extended access and wider provision.

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		Wider opportunity to access facilities and experiences for extended time
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		Appropriately designed and equipped provision to meet the needs of all users.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth		X		Design of specific areas such as changing facilities will take account of all users.
Marriage or Civil Partnership people who	X			

are married or in a civil partnership				
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			
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		Design of specific areas such as changing facilities will take account of all users.
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>				

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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			
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	X			

(e.g. accessibility of transport)				
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			
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.

Yes

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

Signed by Lead Officer:	Lesley Munro
Designation:	Director Education & Lifelong Learning
Date:	
Counter Signature Director	Lesley Munro
Date:	3/2/22

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Outcomes Funding Peebles High School
What is it?	A new Policy/Strategy/Practice <input checked="" type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/>
Description of the proposal: Funding that will be received from Scottish futures Trust in relation to the new Galashiels Academy building	The new Peebles High School building will be initially funded from Scottish Borders Council (SBC) Capital budget. Scottish Government through Scottish Futures Trust will reimburse SBC over a period of 25 years for a proportion of the cost subject to certain conditions being met
Service Area: Department:	Education & Lifelong Learning
Lead Officer: (Name and job title)	Lesley Munro Director Education & Lifelong Learning
Other Officers/Partners involved: (List names, job titles and organisations)	

Date(s) IIA completed:	02/02/2022

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

No
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

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

(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.)

Yes

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The proposal will eliminate discrimination in offering greater equity of access and opportunity for residents and pupils in the community through the provision of high quality environments, extended access and wider provision.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The proposal will offer greater equality of opportunity in that it will provide equity of access and opportunity for residents and pupils in the community through the

	provision of high quality environments, extended access and wider provision.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The proposal will help foster good relations in respect of offering greater equity of access and opportunity for residents and pupils in the community through the provision of high quality environments, extended access and wider provision.

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		Wider opportunity to access facilities and experiences for extended time
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		Appropriately designed and equipped provision to meet the needs of all users.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth		X		Design of specific areas such as changing facilities will take account of all users.
Marriage or Civil Partnership people who	X			

are married or in a civil partnership				
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			
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		Design of specific areas such as changing facilities will take account of all users.
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>				

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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			
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	X			

(e.g. accessibility of transport)				
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			
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.

Yes

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

Signed by Lead Officer:	Lesley Munro
Designation:	Director Education & Lifelong Learning
Date:	03/02/22
Counter Signature Director	Lesley Munro
Date:	3/2/22

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Amendment to Fees and Charges - Registrars</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Additional income from higher Fees & Charges which are related to planned NRS increases. Possible reductions in demand due to higher prices have been factored into assumptions.</p>
<p>Service Area:</p> <p>Department:</p>	<p>Resilient Communities – Customer Advice and Support Service</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Les Grant</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	

Date(s) IIA completed:	03/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

No
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

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

(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>	Yes
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Yes
Foster good relations?	Yes

(Will your proposal help or hinder the councils relationships with those who have equality characteristics?)

**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	x			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
Marriage or Civil Partnership people who are married or in a civil partnership			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups to the same degree and the services are not compulsory. Most fee increases are below the rate of inflation.

<p>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),</p>	x			
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	x			
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>			x	<p>Civil and Marriage fee increases may affect affordability however this impacts all affected groups to the same degree and the services are not compulsory. Most fee increases are below the rate of inflation.</p>
<p>Sex women and men (girls and boys)</p>	x			
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>			x	<p>Civil and Marriage fee increases may affect affordability however this impacts all affected groups to the same degree and the services are not compulsory. Most fee increases are below the rate of inflation.</p>
<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</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>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.</p>			x	<p>Civil and Marriage fee increases may affect affordability however this impacts all affected groups to the same degree and the services are not compulsory. Most fee increases are below the rate of inflation.</p>
<p>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</p>			x	<p>Civil and Marriage fee increases may affect affordability however this impacts all affected groups to the same degree and the services are not compulsory. Most fee increases are below the rate of inflation.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work</p>	x			

(e.g. accessibility of transport)				
Socio-economic Background – social class i.e. parents' education, employment and income			x	Civil and Marriage fee increases may affect affordability however this impacts all affected groups to the same degree and the services are not compulsory. Most fee increases are below the rate of inflation.
Looked after and accommodated children and young people	x			
Carers paid and unpaid including family members	x			
Homelessness	x			
Addictions and substance use	x			
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.

Yes

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

The effects occurs if the choice is made to use the service which is not mandatory. The service can booked significantly in advance. The impact can either be avoided or mitigated over a prolonged period due to planning.

Signed by Lead Officer:	Leslie Grant
Designation:	Customer Advice and Support Manager
Date:	3rd February 2022
Counter Signature Director	Jenni Craig
Date:	07/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>A redesigned operating model for the Customer and Business Admin functions through the rollout of digital services across the Council.</p> <p>Carry out a service review of these services to look at opportunities to combine/consolidate resources. This will involve a standardised, streamlined process across the organisation, as well as a dependency on the property rationalisation programme.</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/> X</p> <p>A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>The Service redesigns are being progressed taking into account the opportunities and use of digital services. The reviews will ensure that processes are streamlined and automated to ensure efficiency is maximised whilst being flexible to meet customer expectations. Those customers who, for whatever reason, are unable to access/use digital services will also be supported to access required services. The Services and project adhere to the overall Council and Service principles of utilising technology and driving self service</p>

	to increase efficiency and quality of service delivery.
Service Area:	Customer & Communities
Department:	Business Support and CASS
Lead Officer: (Name and job title)	Jenni Craig/ /Les Grant/Gillian Young
Other Officers/Partners involved: (List names, job titles and organisations)	Transformation programme support/HR/Finance
Date(s) IIA completed:	05 March 2021 Reviewed 3 rd February 2022

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

Yes
If yes, - please state here: Departmental practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010?

(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.)

Yes

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The focus on community engagement, participation and empowerment will help foster good relations between different groups.

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	X	<p>Increased use of digital resources and a reduced property estate may impact adversely on older people.</p> <p>This will be mitigated by consideration of</p>

				<p>these matters during the service design phase.</p> <p>Conversely, older people can benefit from increased digital access.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>A reduced property estate may impact adversely on people with a disability.</p> <p>This will be considered in the design phase.</p> <p>Increased digital access is a potentially positive development.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>Disabled employees may find it more difficult to adjust to a</p>

				more flexible form of working.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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		Increased digital access will be a benefit.
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</p> <p>If No go to Section 3.4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>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.</p>		X	X	<p>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services.</p> <p>An increased use of digital resources can mitigate this by reducing the need to visit Council premises.</p> <p>More efficient services will benefit this group in allowing quicker and easier access.</p>

				<p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<p>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</p>		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		X	X	<p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties.</p> <p>This will be taken into account during the service review.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p>

				For current employees, property rationalisation may mean an impact on this group.
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	<p>An increased use of digital resources may impact on this group.</p> <p>This will be taken into account in the service design.</p> <p>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services.</p> <p>For current employees, a reduction in staff numbers may mean an impact on this group.</p>
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	<p>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</p> <p>Equally, different work patterns will benefit some with caring responsibilities.</p> <p>Different work patterns may also make working for the Council attractive and practical for those with caring responsibilities.</p>

Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Les Grant
Designation:	Customer Services Manager
Date:	Reviewed 3rd February 2022
Counter Signature Director	Jenni Craig, Service Director, Resilient Communities

Date:	3rd February 2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Additional fees & Charges Income across Regulatory Services</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	<p>Extra income from higher Fees & Charges which have been increased.</p>
<p>Service Area:</p> <p>Department:</p>	<p>Regulatory Services</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Tricia Scott</p> <p>Protective Services Manager</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>Nuala McKinlay, Chief Legal Officer (Monitoring Officer)</p>

Date(s) IIA completed:	Revised 03/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010? No
(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>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	
Foster good relations?	

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			

<p>Pregnancy and Maternity (Pregnancy is the condition of being pregnant/expecting a baby. 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),</p>	X			
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	X			
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>	X			
<p>Sex women and men (girls and boys)</p>	X			
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>	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>				

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.

Is the proposal strategic?

Yes No

If No go to Section 3.4

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	
<p>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.</p>			X	<p>The proposal covers the following charges:</p> <ul style="list-style-type: none"> • Private Water Supply • Seafood Licences • Weights and Measures • Pest Control • Animal Licensing <p>Private Water Supply and Pest Control may be used by individuals with little wealth.</p> <p>The others are mainly used by businesses.</p> <p>There is a potential negative impact in that those with little wealth may be less able to deal with additional costs.</p> <p>In mitigation, the costs are relatively small (a less than</p>

				<p>inflationary increase of 3%), and there is a cap on the charge for risk assessments for private water supplies.</p> <p>In addition citizens with private water supplies do not pay a domestic water rates charge.</p>
<p>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</p>			X	As above.
<p>Area Deprivation – where you live (rural areas), where you work (accessibility of transport)</p>	X			
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>	X			
<p>Looked after and accommodated children and young people</p>	X			
<p>Carers paid and unpaid including family members</p>	X			
<p>Homelessness</p>	X			
<p>Addictions and substance use</p>	X			

Those involved within the criminal justice system	X			
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4 Full Integrated Impact Assessment Required

Tick No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes No

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

As above, there are minimal impacts, with safeguards, and the increases are in line with inflation.

Signed by Lead Officer:	Tricia Scott
Designation:	Protective Services Manager
Date:	Updated 3 rd February 2022
Counter Signature Director	David Robertson
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Finance Savings
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)).	Savings build on a previous significant restructure by managing vacancies to achieve medium and long term savings. Team structures within Finance will be reviewed in light of confirmed staffing changes and automation of processes. The savings equate to approximately 3 FTE. The total number of employees in this area is 65.4 FTE.
Service Area: Department:	Finance
Lead Officer: (Name and job title)	Suzy Douglas, Financial Services Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Iain Davidson, Employee Relations Manager

Date(s) IIA completed:	03/03/2021
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If yes, - please state here:	

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010? No</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 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	
Foster good relations?	

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			

<p>Pregnancy and Maternity (Pregnancy is the condition of being pregnant/expecting a baby. 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),</p>	X			
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	X			
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>	X			
<p>Sex women and men (girls and boys)</p>	X			
<p>Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual</p>	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>				

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.

Is the proposal strategic?

Yes No

If No go to Section 3.4

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			
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 (rural areas), where you work (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			
Those involved within the criminal justice system	X			

4 Full Integrated Impact Assessment Required

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

Yes No

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

As above, there are no impacts. The savings come from efficiencies and potentially not filling vacant posts.

Signed by Lead Officer:	Suzy Douglas
Designation:	Financial Services Manager
Date:	Updated 4th February 2022
Counter Signature Director	David Robertson,
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Fit for 2024 review of the service – Valuation Roll (Non -Domestic Rates), Council Tax Valuations and Electoral Registration.</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice X A revised Policy/Strategy/Practice</p>
<p>Description of the proposal:</p> <p>(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>	<p>Structural and process re-engineering review.</p> <p>£5k of the savings are estimated to have an FTE impact on temporary relief staff canvassers not permanent staff.</p> <p>This will be undertaken in line with the following principles:</p> <ul style="list-style-type: none"> • End to end processes • Reduced resources • Demand-led & informed by evidence & elector intelligence/data matching • Enhanced community engagement • Embracing the opportunities from alternative Digital solutions • Process Improvement, productivity focus & removal of manual work
<p>Service Area:</p>	<p>Customer & Communities Assessors and Electoral Services</p>

Department:	
Lead Officer: (Name and job title)	Brian Rout, ASSESSOR, ELECTORAL REGISTRATION OFFICER and David Robertson, Director – Finance & Corporate Governance
Other Officers/Partners involved: (List names, job titles and organisations)	Transformation support/HR/Finance - SBC
Date(s) IIA completed:	Reviewed 3/2/22

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

Yes
If yes, - please state here: Electoral Registration statutory practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? <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 3.2.)</i> No

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	N/A
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	N/A
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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability,	X			.

visible/invisible, progressive or recurring				
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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</p> <p>If No go to Section 3.4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	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			
Material Deprivation – being unable to access basic goods and	X			

services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				
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			
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

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

The nature of the change means there will be no impact.

Signed by Lead Officer:	Brian Rout
Designation:	Assessor & Electoral Registration Officer
Date:	Reviewed 3/2/22
Counter Signature Director	David Robertson
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Legal Services
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)).	Vacancies and staffing levels will continue to be managed to deliver efficiencies and savings. The savings equate to approximately 1 FTE. The total number of employees in this area is 26.5 FTE.
Service Area: Department:	Legal Services
Lead Officer: (Name and job title)	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)
Other Officers/Partners involved: (List names, job titles and organisations)	Iain Davidson, Employee Relations Manager
Date(s) IIA completed:	03/03/2021

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

Yes	<input type="checkbox"/>	No	X <input type="checkbox"/>
If yes, - please state here:			

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010? No

(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>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	

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**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (Pregnancy is the condition of being pregnant/expecting a baby. Maternity refers to the period after the birth,	X			

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),				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

No

If No go to Section 3.4

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			
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 (rural areas), where you work (accessibility of transport)	X			
Socio-economic Background – social class i.e. parents'	X			

education, employment and income				
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

4 Full Integrated Impact Assessment Required

Tick No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes No

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

As above, there are no impacts. The savings come from efficiencies and potentially not filling vacant posts.

Signed by Lead Officer:	Nuala McKinlay
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Designation:	Chief Legal Officer (Monitoring Officer)
Date:	Reviewed 4th February 2022
Counter Signature Director	David Robertson
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Protective Services
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/> X
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)).	Protective Services - Transform the service using technology which will assist in streamlining processes and in turn improve efficiency.
Service Area: Department:	Regulatory Services
Lead Officer: (Name and job title)	Tricia Scott, Principal Regulatory Services Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)
Date(s) IIA completed:	03/03/2021

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

Yes	<input type="checkbox"/>	No	X <input type="checkbox"/>
If yes, - please state here:			

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010? No

(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>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	

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**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (Pregnancy is the condition of being pregnant/expecting a baby. Maternity refers to the period after the birth,	X			

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),				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

No

If No go to Section 3.4

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			
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 (rural areas), where you work (accessibility of transport)	X			
Socio-economic Background – social class i.e. parents'	X			

education, employment and income				
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members	X			
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

4 Full Integrated Impact Assessment Required

Tick No if you have answered "No" to all of Sections 3.1 – 3.3.

Yes No

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

As above, there are no impacts. The savings come from efficiencies and potentially not filling vacant posts.

Signed by Lead Officer:	Tricia Scott
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Designation:	Protective Services Manager
Date:	Reviewed 3/2/22
Counter Signature Director	David Robertson,
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Communications & Marketing
What is it?	A revised Policy/Strategy/Practice
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).	Replace the delivery of SB Connect twice yearly to households with an online digital version. Structural and process re-engineering review and income generation opportunities.
Service Area: Department:	Finance Communications & Marketing
Lead Officer: (Name and job title)	Adam Drummond Senior Communications & Marketing Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Transformation programme support/HR/Finance

Date(s) IIA completed:	
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes
If yes, - please state here:
Departmental practices and procedures.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Process improvement, focussing on customer intelligence and needs and enhanced community engagement will promote opportunity for all protected groups.

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>A focus on community engagement and participation will help foster good relations between different groups.</p>
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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	
<p>Age Older or younger people or a specific age grouping</p>		X	X	<p>Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>Older people can also benefit from increased digital access.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning</p>		X	X	<p>Increased digital access is a potentially positive development.</p>

disability, visible/invisible, progressive or recurring				<p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</p> <p>Equally, more agile working practices may allow others to take up employment which was not previously practical.</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>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			
<p>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),</p>		x		<p>Increased digital access will be a benefit.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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		X	X	Increased use of digital resources, including the move to an online version of SB Connect,

<p>and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>				<p>may impact adversely on some in this group.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>There can also be a benefit from increased digital access with increased participation and interaction.</p>
<p>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</p>		<p>X</p>	<p>X</p>	<p>Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>There can also be a benefit from increased digital access with increased participation and interaction.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		<p>X</p>	<p>X</p>	<p>Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group, in particular in areas with poor internet access.</p>

				<p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>There can also be a benefit from increased digital access with increased participation and interaction.</p>
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		<p>A service review resulting in more agile forms of working will benefit some employees with caring responsibilities.</p> <p>This may also make working in this service attractive and practical for those with caring responsibilities.</p>
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Adam Drummond
Designation:	Senior Communications & Marketing Officer
Date:	Reviewed 3rd March 2022
Counter Signature Director	David Robertson
Date:	14/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Shared Internal Audit Services and Proposed Way Forward 2022-23
What is it?	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/></p>
<p>Description of the proposal:</p> <p>(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>	opt out of the Shared Internal Audit Services at the end of 2021/22 and therefore provide leadership capacity for the application of the revised Risk Management and Counter Fraud Policies and Strategies 2021-2024, subject to their approval by Council.
<p>Service Area:</p> <p>Department:</p>	<p>Audit & Risk</p> <p>Finance & Corporate Governance</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Jill Stacey</p> <p>Chief Officer Audit & Risk</p>
<p>Other Officers/Partners involved:</p> <p>(List names, job titles and organisations)</p>	<p>David Robertson</p> <p>Director Finance & Corporate governance</p>
Date(s) IIA completed:	3 December 2021

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

No; though the provision of Internal Audit, risk Management and Counter Fraud assurance and compliance services permeates across Council service provision so indirectly associated with other relevant Council policies.

If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010? No.

(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 3.3.)

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	
Foster good relations? <i>(Will your proposal help or hinder the council’s relationships with those who have equality characteristics?)</i>	

**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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			

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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

No – this proposal does not relate to a strategy for direct Service provision.

However, the application of practices associated with the provision of Internal Audit, Risk Management and Counter Fraud assurance and compliance services, which are designed to add value and improve the organisation’s operations, will be carried out in accordance with the appropriate legislation. The approved Internal Audit Strategy 2021/22 sets out how the Internal Audit function will achieve its objectives to deliver high quality internal audit services to the Scottish Borders Council, Pension Fund and IJB. The revised Risk Management Policy statement and 3-year Risk Management Strategy 2021-2024 will enable the Council to continue to refine its approach to managing risks. The revised

Counter Fraud Policy statement and 3-year Counter Fraud Strategy 2021-2024 will enable the Council to continue to refine its approach to tackling fraud.

If No go to Section 4

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.				
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				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)				
Socio-economic Background – social class i.e. parents' education, employment and income				

Looked after and accommodated children and young people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

4 Full Integrated Impact Assessment Required

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

No

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

There is no relevance to the Equality Duty or the Fairer Scotland Duty for this report. This proposal does not relate to a strategy for direct Service provision.

However, the application of practices associated with the provision of Internal Audit, Risk Management and Counter Fraud assurance and compliance services, which are designed to add value and improve the organisation’s operations, will be carried out in accordance with the appropriate legislation. The approved Internal Audit Strategy 2021/22 sets out how the Internal Audit function will achieve its objectives to deliver high quality internal audit services to the Scottish Borders Council, Pension Fund and IJB. The revised Risk Management Policy statement and 3-year Risk Management Strategy 2021-2024 will enable the Council to continue to refine its approach to managing risks. The revised Counter Fraud Policy statement and 3-year Counter Fraud Strategy 2021-2024 will enable the Council to continue to refine its approach to tackling fraud.

Signed by Lead Officer:	Jill Stacey
Designation:	Chief Officer Audit & Risk
Date:	3 December 2021 (Reviewed 3 February 2022 as part of budget proposals 2022/23)
Counter Signature Director	David Robertson
Date:	04/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	HR
What is it?	A revised Policy/Strategy/Practice
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).	Service reviews over the next 4 years within the Human Resources team including structural changes as a result of process reviews. . Estimated impact 1.71 FTE, Total number of service FTE 57.08.
Service Area: Department:	Human Resources
Lead Officer: (Name and job title)	Clair Hepburn
Other Officers/Partners involved: (List names, job titles and organisations)	Transformation support/HR/Finance
	04/03/2021

Date(s) IIA completed:	Revised 01/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Different, more agile ways of working as a result of process reviews will help in eliminating discrimination.</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Different, more agile ways of working as a result of process reviews will help in extending opportunities to previous hard to reach groups.</p>
Foster good relations?	N/A

(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)

**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	X	<p>A change in service delivery, with a greater focus on digital delivery may appear to adversely impact on older employees.</p> <p>The SBC Digital Engagement Strategy, will assist with this.</p> <p>Appropriately delivered training for the use of digital technology will be provided.</p> <p>Any change will also increase opportunities for access to a wider range of HR services and training for many employees.</p>
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	<p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</p> <p>Equally, more agile working practices may allow others to take up</p>

				<p>employment which was not previously practical.</p> <p>Reasonable adjustments to working practices will be considered and put in place where appropriate.</p> <p>Similarly some disabled employees may find it more difficult to access HR services remotely.</p> <p>Appropriately delivered training for the use of digital technology will be provided.</p> <p>A move to digital access will extend the availability of HR services and training.</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>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			
<p>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),</p>			X	<p>An increased ability to access services remotely will be a benefit.</p>

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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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		Ability to access services and training remotely, with the use of SBC equipment, will increase access.
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		Ability to access services and training remotely, with the use of SBC equipment, will increase access.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X		Remote access means less use will be required of public transport.
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	X	<p>A more agile form of working will benefit some with caring responsibilities.</p> <p>This may also make working for the Council attractive and practical for those with caring responsibilities.</p> <p>For current employees, a change to work patterns may have a negative impact on some with caring responsibilities.</p>
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

Signed by Lead Officer:	Iain Davidson
Designation:	Employee Relations Manager
Date:	01/02/2022
Counter Signature Director	Clair Hepburn
Date:	01/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Employment Support Service
What is it?	A revised Policy/Strategy/Practice
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).)	Structural and process re-engineering review. Estimated FTE impact 0.4 FTE. Total number of service FTE 11.
Service Area: Department:	Human Resources Employment Support Services
Lead Officer: (Name and job title)	Clair Hepburn
Other Officers/Partners involved: (List names, job titles and organisations)	Transformation support/HR/Finance

Date(s) IIA completed:	04/03/2021 Revised 01/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Process improvement, focussing on customer needs will help eliminate discrimination.</p>
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	<p>Process improvement, focussing on customer intelligence and needs will promote opportunity for all protected groups.</p>

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>An improved service will help foster good relations between different groups.</p>
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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	
<p>Age Older or younger people or a specific age grouping</p>		X	X	<p>Increased use of digital resources may impact adversely on older people.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>Older people can benefit from increased digital access.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning</p>		X	X	<p>Increased digital access is a potentially positive development.</p>

disability, visible/invisible, progressive or recurring				<p>Disabled employees may find it more difficult to adjust to a more flexible form of working.</p> <p>Equally, more agile working practices may allow others to take up employment which was not previously practical.</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>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			
<p>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),</p>			X	<p>Increased digital access will be a benefit.</p>
<p>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>	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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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		X	X	Increased use of digital resources, including the move to an online version of SB Connect,

<p>pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>				<p>may impact adversely on some in this group.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>There can also be a benefit from increased digital access with increased opportunity for participation.</p>
<p>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</p>		<p>X</p>	<p>X</p>	<p>Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>There can also be a benefit from increased digital access with increased opportunity for participation.</p>
<p>Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)</p>		<p>X</p>	<p>X</p>	<p>Increased use of digital resources, may impact adversely on some in this group, in particular in areas with poor internet access.</p> <p>This will be mitigated by consideration of these</p>

				<p>matters during the service design phase.</p> <p>The SBC Digital Engagement Strategy will also assist with this.</p> <p>There can also be a benefit from increased digital access with increased participation possible without the need to travel.</p>
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		<p>A service review resulting in more agile forms of working will benefit some employees with caring responsibilities.</p> <p>This may also make working in this service attractive and practical for those with caring responsibilities.</p>
Homelessness	X			
Addictions and substance use	X			
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.

Yes

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

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Signed by Lead Officer:	Iain Davidson
Designation:	Employee Relations Manager
Date:	01/02/2022
Counter Signature Director	Clair Hepburn
Date:	01/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Better use of Fleet Vehicles
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).)	Wider roll out of fleet vehicles by SB Cares' staff
Service Area: Department:	Strategic Commissioning & Partnerships SB Cares
Lead Officer: (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
Other Officers/Partners involved: (List names, job titles and organisations)	Paul Cathrow Service Manager
Date(s) IIA completed:	03/02/2022

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

<p>Yes / No <i>(please delete as applicable) NO</i></p>
<p>If yes, - please state here:</p>

3 Legislative Requirements

<p>3.1 Relevance to the Equality Duty:</p>	
<p>Do you believe your proposal has any relevance under the Equality Act 2010? <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 3.2.)</i></p>	
<p>Equality Duty</p>	<p>Reasoning:</p>
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	<p>Yes ability to offer employment to potential employees who do not own a vehicle, potentially younger staff</p>
<p>Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	<p>It will give more people the opportunity to gain employment with SB Cares so promote equality of opportunity.</p>
<p>Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	<p>Greater diversity in the workforce will allow more contact between different groups and therefore foster good relations.</p>

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**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		Increased employment opportunities through provision of vehicle impacts on service availability
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		Increased employment opportunities through provision of vehicle impacts on service availability. Some disabled people may not be able to use the pool cars, but adjustments would be made, such as allowing them to use their own vehicle.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who	X			

are married or in a civil partnership				
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			
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>				

Is the proposal strategic?

Yes (*please delete as applicable*) No

If No go to Section 3.4

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		Provision of fleet vehicles will benefit employees and potential employees who do not own their own vehicle.
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		Provision of fleet vehicles will benefit employees and potential employees who do not own their own vehicle
Area Deprivation – where you live (e.g. rural areas), where you work		X		Provision of fleet vehicles will benefit employees and potential employees who do not own their own vehicle,

(e.g. accessibility of transport)				and who live in areas with lower public transport links.
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			
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.

Yes *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.

Ability to enhance career opportunities to further market through provision of vehicles for work a barrier for low income individual and families to a career in care

Signed by Lead Officer:	Paul Cathrow
Designation:	Service Manager
Date:	03/02/2022
Counter Signature Director	Jen Holland, Director of Strategic Commissioning and Partnerships
Date:	03/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Residential Care Retendering
What is it?	A revised Policy/Strategy/Practice
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).)	Review of delivery arrangements for Residential Care to ensure the service delivery model provides best value in an environment of increasing service demand.
Service Area: Department:	SB Cares
Lead Officer: (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
Other Officers/Partners involved: (List names, job titles and organisations)	Transformation programme support/HSC
Date(s) IIA completed:	03/02/2022

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

Yes
<p>If yes, - please state here:</p> <p>Departmental practices and procedures.</p>

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.)</i></p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	An improvement to the service delivery model will help eliminate discrimination.
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	The proposal will improve opportunities for older people and therefore enhance equality of opportunity.
<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></p>	N/A

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**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		The improvement of service delivery for residential care will have a positive impact on older people requiring such care.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		The improvement of service delivery for residential care will have a positive impact on people with a disability requiring such care.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity)	X			

leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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		An increase in FTE will mean greater employment opportunities.
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		.As above, .
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		An improvement in residential care facilities will benefit family carers.
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system				

4 Full Integrated Impact Assessment Required

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

Yes

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

Signed by Lead Officer:	Julie Glen
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Designation:	Operations Director, SB Cares
Date:	03/02/2022
Counter Signature Director	Jen Holland, Director of Strategic Commissioning and Partnerships
Date:	03/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Management Fee reduction to Live Borders
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice <input checked="" type="checkbox"/> X
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))	This proposal is a reduction in the annual management fee paid to Live Borders based on a 5% reduction. .
Service Area: Department:	Strategic Commissioning & Partnerships
Lead Officer: (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
Other Officers/Partners involved: (List names, job titles and organisations)	Mark Williamson, HR BP Martyn Housecroft, Finance BP
Date(s) IIA completed:	03/02/22

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

No
If yes, - please state here: N/A

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</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 3.2.) – NO</i></p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	n/a
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	n/a
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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	x			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
Marriage or Civil Partnership people who are married or in a civil partnership	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)	x			

discrimination is for 26 weeks after giving birth),				
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 4

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	There is a potential negative impact in that Live Borders may increase their charges to the public.
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			
Those involved within the criminal justice system	X			

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.

A full impact assessment is not required as this is a reduction in a management fee only to Live Borders.

Live Borders have agreed that they will manage any budget pressures within the existing management fee..

Signed by Lead Officer:	Jen Holland,
Designation:	Director of Strategic Commissioning and Partnerships
Date:	03/02/2022
Counter Signature Director	Jen Holland
Date:	11/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Reduction in Culture & Sports Trusts Management Fees</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice <input checked="" type="checkbox"/> X</p>
<p>Description of the proposal:</p> <p>(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>	<p>This proposal is to non-recurrently increase funding for Culture and Sports Trusts of £1m funded from COVID reserve, offset by £500k one-off saving in core grant - the net increase to the sports trusts is £500k. Saving allocation is Live Borders £483k, BREST £6k and JLFT £11k.</p> <p>Live Borders, BREST and JLFT have been involved in discussions around this proposal.</p>
<p>Service Area:</p> <p>Department:</p>	<p>Strategic Commissioning & Partnerships</p>
<p>Lead Officer:</p> <p>(Name and job title)</p>	<p>Jen Holland, Director of Strategic Commissioning and Partnerships</p>
<p>Other Officers/Partners involved:</p>	<p>Mark Williamson, HR BP</p> <p>Martyn Housecroft, Finance BP</p>

(List names, job titles and organisations)	
Date(s) IIA completed:	03/02/22

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

No
If yes, - please state here: N/A

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

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

*(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.) – **NO***

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	n/a
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	n/a

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	<p>n/a</p>
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**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	x			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	x			
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

NO

If No go to Section 4

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.				
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				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)				
Socio-economic Background – social class i.e. parents'				

education, employment and income				
Looked after and accommodated children and young people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

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.

A full impact assessment is not required as this is a non-recurrent increase in funding, followed by a reduction in a management fee only to Live Borders, BREST and JLFT.

All parties have agreed that they will manage any budget pressures within the existing management fee, therefore there is no direct impact on their service users as a result of this proposal.

Signed by Lead Officer:	Jen Holland,
Designation:	Director of Strategic Commissioning and Partnerships
Date:	03/02/2022
Counter Signature Director	Jen Holland
Date:	03/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Strategic Commissioning Savings
What is it?	A new Policy/Strategy/Practice <input checked="" type="checkbox"/> A revised Policy/Strategy/Practice <input 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).)	Comprehensive review of Strategic Commissioning within Scottish Borders Council
Service Area: Department:	Strategic Commissioning & Partnerships Strategic Commissioning & Partnerships
Lead Officer: (Name and job title)	Jen Holland, Director of Strategic Commissioning and Partnerships
Other Officers/Partners involved: (List names, job titles and organisations)	Mark Williamson, HR Business Partner

Date(s) IIA completed:	01/02/2022
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2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes / No <i>(please delete as applicable)</i> NO
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:	
<p>Do you believe your proposal has any relevance under the Equality Act 2010?</p> <p>No</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 3.2.)</i></p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment.</p> <p><i>(Will the proposal discriminate? Or help eliminate discrimination?)</i></p>	
<p>Promotion of equality of opportunity?</p> <p><i>(Will your proposal help or hinder the Council with this)</i></p>	

<p>Foster good relations?</p> <p><i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i></p>	
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**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			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	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			
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			

3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
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			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
Socio-economic Background – social class i.e. parents'	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result

education, employment and income				in a change in Directorate or Line Management for employees only.
Looked after and accommodated children and young people	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
Carers paid and unpaid including family members	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
Homelessness	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
Addictions and substance use	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.
Those involved within the criminal justice system	X			Early proposals indicate that Commissioning services are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.

4 Full Integrated Impact Assessment Required

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

Yes *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.

Early proposals indicate that Commissioning services within Scottish Borders Council are to be centralised where appropriate. This would result in a change in Directorate or Line Management for employees only.

Signed by Lead Officer:	Jen Holland
Designation:	Director of Strategic Commissioning and Partnerships
Date:	02/02/2022
Counter Signature Director	Jen Holland
Date:	02/02/2022

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Increased Fees & Charges – Strategic Commissioning & Partnerships</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input type="checkbox"/></p> <p>A revised Policy/Strategy/Practice X</p>
<p>Description of the proposal:</p> <p>(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>	<p>The proposal is to increase the weekly charge of the Bordercare Alarm, from £4.80 per week to £4.94 per week (excl VAT), an increase of 2.92%.</p> <p>The personal alarm service offers peace of mind and reassurance if a client has an accident, fall or illness. Help is available at the touch of a button.</p> <p>(1) Alarms are connected to a standard telephone landline and are monitored 24 hours a day.</p> <p>(2) In the event where help is required, the Council will contact family, friends or the emergency services or even just provide reassurance.</p>

Service Area: Department:	Strategic Commissioning & Partnerships
Lead Officer: (Name and job title)	Jen Holland, Director – Strategic Commissioning & Partnerships
Other Officers/Partners involved: (List names, job titles and organisations)	Paul Cathrow Independent Living & Corporate Services Manager
Date(s) IIA completed:	4 February 2022

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

No <i>(please delete as applicable)</i>
If yes, - please state here:

3 Legislative Requirements

3.1 Relevance to the Equality Duty:
Do you believe your proposal has any relevance under the Equality Act 2010? <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 3.2.)</i> Yes

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The change in the weekly charge of the Border Care alarm system will be the same for all.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The change in the weekly charge of the Border Care alarm system will be the same for to all but will affect certain groups more..
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	By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have a larger effect on elderly people

				<p>who are more likely to use the alarm system.</p> <p>Elderly people may also have less disposable income.</p> <p>The increase is a small one and below the rate of inflation.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>			X	<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year.</p> <p>This will have a larger effect on disabled people who are more likely to use the alarm system.</p> <p>people may also have less disposable income given statistically unemployment rates are higher for people with a disability.</p> <p>The increase is a small one and below the rate of inflation.</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>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have no different impact on clients who have had a gender reassignment or have a trans/transgender identity.</p>
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>	X			<p>By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by</p>

				£7.28 per year. This will have no different impact on clients who are married or who are in a civil partnership.
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			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have no different impact on clients who are pregnant or on maternity leave.
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have no different impact on clients within different racial groups.
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have no different impact on clients of different religions or beliefs.
Sex –women and men (girls and boys)	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have no different impact on clients on the basis of their sex.

Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			By changing the cost of the Border Care Alarm system, will have an impact on costs to people using the service. This will increase the cost by £7.28 per year. This will have no different impact on clients with different sexual orientation.
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3.3 Fairer Scotland Duty

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 strategic decisions.

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.

Is the proposal strategic?

Yes

If No go to Section 3.4

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			X	The increase will affect those with low/ no wealth more than others. Against that the increase is a small one and below the rate of inflation.

no provision for the future.				
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	The increase will affect those who are materially deprived more than others. Against that the increase is a small one and below the rate of inflation.
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			
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.

Yes

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

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Signed by Lead Officer:	Jen Holland
Designation:	Director – Strategic Commissioning & Partnerships
Date:	09/02/2022
Counter Signature Director	Jen Holland
Date:	09/02/2022

