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Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Fit for 2024/ Further Transformation</p> <p><i>Fit for 2024</i></p> <p><i>At this stage a further saving of £3m has been identified as a corporate target which will be allocated to services once proposals are developed. There will be a FTE impact. Number to be confirmed.</i></p> <p><i>Further Transformation</i></p> <p><i>This saving reflects the fact that further transformation in service delivery models, management structures, business processes, the use of new technology will be required once Fit for 2024 is fully delivered in response to the on-going changing needs of the Borders population. There will be a 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: Community Learning & Development Review</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 • Reduced structures, enhanced skills, flexibility

	<p>and demand-led working patterns</p> <ul style="list-style-type: none"> • Demand-led & informed by evidence, customer intelligence & customer needs • 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
Service Area: Department:	Corporate
Lead Officer: (Name and job title)	Clair Hepburn Service Director HR & Communications
Other Officers/Partners involved: (List names, job titles and organisations)	Corporate Management Team
Date(s) IIA completed:	05/03/2021

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:

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	
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	<p>A reduced property estate may impact adversely on people with a disability. This will be considered in the design phase. Increased digital access is a potentially positive development. 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 more flexible form of working.</p>
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,	X			

migrants and asylum seekers)				
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	Property rationalisation may mean people with low/ no wealth having to travel further to access Council services. An increased use of digital resources can mitigate this by reducing the need to visit Council premises. More efficient services will benefit this group in allowing quicker and easier access.

				<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. 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. 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> <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>		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>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:	Iain Davidson
Designation:	Employee Relations Manager
Date:	05/03/2021
Counter Signature Service Director	Clair Hepburn Service Director, HR & Communications
Date:	05/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Additional Fees & Charges
What is it?	A revised Policy/Strategy/Practice
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<p>Review / Increase in charges for :</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 Pavillion • Other Facilities <ul style="list-style-type: none"> • Road Closures • Scaffolding Permits • Temporary Traffic Light Permits • De-icing salt • Langlee Recycling Centre purchase charges • Road Occupation Permits
<p>Service Area: Department:</p>	Assets & Infrastructure, Parks & Environment, Roads
<p>Lead Officer: (Name and job title)</p>	Jason Hedley, Chief Officer Roads
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	

Date(s) IIA completed:	08/03/21
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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? <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>	In principle an increase in charges, particularly for sporting facilities, may have an effect on equality of opportunity. In practice, however, the increases are small (a maximum of £11 with others ranging between 20p and £1 for two teams), 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, particularly for sporting facilities, may restrict access and result in less use by certain groups. In practice, however, the increases are small (a maximum of £11 with others ranging between 20p and £1 for two teams), 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	Slight increase in charges above inflation may be less affordable. In practice, however, the increases are small.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	X			No change to charges for Radar key access to public conveniences.
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	Increase to charges at weekend and public holidays will affect some groups more. Slight increase in charges above inflation may be less affordable. In practice, however, the increases are small.
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	Slight increase in charges above inflation may be less affordable. In practice, however, the increases are small. Those on benefits will receive a Funeral Support Payment for burial costs.
Material Deprivation – being unable to access basic goods and services i.e. financial			X	Slight increase in charges above inflation may be less affordable.

products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				In practice, however, the increases are small. Those on benefits will receive a Funeral Support Payment for burial costs.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)			X	Slight increase in charges above inflation may be less affordable. In practice, however, the increases are small. Those on benefits will receive a Funeral Support Payment for burial costs.
Socio-economic Background – social class i.e. parents' education, employment and income			X	Slight increase in charges above inflation may be less affordable. In practice, however, the increases are small. Those on benefits will receive a Funeral Support Payment for burial costs.
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, which have been established on a 3 year basis.

Signed by Lead Officer:	Jason Hedley
Designation:	Chief Officer Roads
Date:	08/03/2021
Counter Signature Service Director	John Curry
Date:	08/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Commercial Rent Income
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).)	<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 2021/22 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>
Service Area: Department:	Assets & Infrastructure, Property & Estates
Lead Officer: (Name and job title)	Neil Hastie, Estates Manager
Other Officers/Partners involved: (List names, job titles and organisations)	<p>Jo Stewart, Estates Officer</p> <p>Donna Coltart, Estates Strategy Officer</p>
Date(s) IIA completed:	2 ND February 2021

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

Yes
This policy will support the Council's Fit 4 24 Programme

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? <i>(Will your proposal help or hinder the Council with this)</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.
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	X			

impairment, learning disability, 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	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 (e.g. accessibility of transport)			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
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.

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Signed by Lead Officer:	Neil Hastie
Designation:	Estates Manager
Date:	09/03/2021
Counter Signature Service Director	John Curry
Date:	09/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Corporate Landlord
What is it?	A revised Policy/Strategy/Practice
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<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 centralises 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>
<p>Service Area: Department:</p>	Property Services and Facilities Management, Assets & Infrastructure
<p>Lead Officer: (Name and job title)</p>	Neil Hastie, Property Services Manager
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	Corporate Landlord Programme Board

Date(s) IIA completed:	27 January 2021

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? <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 Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which 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 Intelligent Client/Service Property Lead and ensuring there is a corporate approach to strategic property asset management which will promote equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	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.

**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	Some employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources. Other employees may enjoy the opportunities that digital resources offer.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	Increased digital access will empower all staff allowing them to self-serve within their roles. 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 and agile working will be a benefit to those with child minding and caring responsibilities as a result of the flexibility it will provide.
Race Groups: including colour, nationality, ethnic	X			

origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)				
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	
	X			
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		X	X	Some staff may not have the digital connectivity or the

basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies				facilities to work from home as roles become more agile.
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 Surveyor (Strategy)
Date:	27 January 2021
Counter Signature Service Director	John Curry
Date:	27 January 2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Property Savings</p> <p><i>Further efficiencies from Corporate Landlord through improved processes, purchasing and use of Technology Forge.</i></p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<p>Rationalising the property estate so that the Council has an estate that is financially sustainable and that investment can be focussed on key strategic buildings.</p> <p>This will be undertaken in line with the following principles that will need to be led by each Directorate as part of their service redesign:</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 intelligence & customer needs • Enhanced community engagement, participation & empowerment • Embracing the opportunities from Digital investment • Optimised partnership resources, including better shared services

	<ul style="list-style-type: none"> Process Improvement, productivity focus & removal of non-value adding work, duplication & ineffective effort
Service Area: Department:	Property Services, Assets & Infrastructure
Lead Officer: (Name and job title)	Neil Hastie, Property Services Manager Norrie Curtis, Estates Strategy Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 Team Finance Business Partner Communities & Partnerships
Date(s) IIA completed:	27/01/2021

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? (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.)</p> <p>Yes</p>	
Equality Duty	Reasoning:
<p>Elimination of discrimination (both direct & indirect), victimisation and harassment. (Will the proposal discriminate? Or help eliminate discrimination?)</p>	<p>Process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.</p>

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	Increased use of digital resources and a reduced property estate may impact adversely on older people. This will be mitigated by consideration of these matters during the service design phase. Conversely, older people can benefit from increased digital access. Some employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	A reduced property estate may impact adversely on people with a disability. This will be considered in the design phase. Increased digital access is a potentially positive development. 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 as it will provide more flexibility.
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender		X		Investment in core properties will result in facilities that meet current design standards for example gender neutral WC's.
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.

<p>Is the proposal strategic? Yes 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	X	Property rationalisation may mean people with low/ no wealth having to travel further to access Council services. An increased use of digital resources can mitigate this by reducing the need to visit Council premises. More efficient services will benefit this group in allowing quicker and easier 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	X	An increased use of digital resources may impact on this group. This will be taken into account in the service design. 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	X	There is a potential for property rationalisation to have a negative impact depending on the location of future properties. This will be taken into account during the service review. 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	An increased use of digital resources may impact on this group. This will be taken into account in the service design. 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:	Norrie Curtis
Designation:	
Date:	27/01/2021
Counter Signature Service Director	John Curry
Date:	27/01/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Facilities Management Savings</p> <p><i>Year 1 savings to be met from creating a locality model for janitorial services within the learning estate. Providing an enhanced delivery model whilst creating efficiencies. Standardisation of crossing patrol operational hours through natural turnover and redeployment opportunities. Estimated FTE impact 6-7. Future years savings to be met through changes to the production model for school meals and further optimisation of the Facilities Management Service</i></p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice A revised Policy/Strategy/Practice X <input type="checkbox"/></p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<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 intelligence & customer needs

	<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
Service Area: Department:	FACILITIES – Catering & Cleaning
Lead Officer: (Name and job title)	John Gray, Facilities Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 Team
Date(s) IIA completed:	12 February 2021

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? <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.
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	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	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		Increased automation and consequently less physical exertion may be a benefit to pregnant employees.
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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, 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' education, employment and income			X	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:	John Gray
Designation:	Cleaning & Facilities Manager
Date:	10/02/2021
Counter Signature Service Director	John Curry
Date:	10/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Delivering Infrastructure Sustainably</p> <p>Links in as appropriate with other A&I / SBC Service area review works as appropriate.</p> <p><i>Parks & Environment</i></p> <p><i>The continuation of service reviews focussed on communities, reflecting the Climate Emergency as well as the Biodiversity Duty, seeking opportunities to enable communities to respond to their own priorities and initiatives in environmental maintenance. This will be underpinned by a range of operational initiatives that aim to make more efficient use of the resources the Council invests in this area, including appropriate people and succession planning strategies, fleet and regular review of the fleet to ensure a regular replacement and review of operations to maintain best value. Review of our properties including depots to identify and realise opportunities for more efficient and effective working. Flexibility within the workforce and wider A&I department will also be a significant strand of focus. The service will deliver changing benefits especially in the area of environmental maintenance and stewardship, and communities will become more involved in local solutions to discretionary service provision.</i></p>
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	<p><i>Roads & Infrastructure</i></p> <p><i>Develop a viable, agile and sustainable service, coupling commercial opportunities with a professional modern rural roads service. We will reflect asset management principles and professional technical expertise across all roads functions. The service will identify and implement a new structure throughout and develop successful succession plans across the service. A move to digital will aid transformation meanwhile people, property and fleet assets will be reviewed, rationalised and enhanced to deliver improved outcomes.</i></p>
<p>What is it?</p>	<p>A revised Policy/Strategy/Practice</p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Service, Digital, Resource, Assets and Process review including income generation opportunities. 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 A&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

	<ul style="list-style-type: none"> • 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
Service Areas: Department:	Parks & Environment, Roads & Infrastructure & Fleet Management Asset & Infrastructure
Lead Officer: (Name and job title)	Jason Hedley Chief Officer Roads
Other Officers/Partners involved: (List names, job titles and organisations)	A&I Service Director Service Area Managers & Teams FF24, HR, Finance & IT Business Partners
Date IIA completed:	January 2021

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. (Will the proposal discriminate? Or help eliminate discrimination?)	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? (Will your proposal help or hinder the Council with this)	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. This will be mitigated by consideration of these matters during the service design phase. Conversely, older people can benefit from increased digital access. 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. 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</p>

				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	A reduced property estate may impact adversely on people with a disability. This will be considered in the design phase. Increased digital access is a potentially positive development. 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. 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		X		Increased digital access should be a benefit.

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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	Property rationalisation may mean people with low/ no wealth having to travel further to access Council services. An increased use of digital resources can mitigate this by reducing the need to visit Council premises. More efficient services will benefit this group in allowing quicker and easier access. 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. For current employees, any potential 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	An increased use of digital resources may impact on this group. This will be taken into account in the service design. 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. 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	X	There is a potential for property rationalisation to have a negative impact depending on the location of future properties. This will be taken into account during the service review. 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. 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	An increased use of digital resources may impact on this group. This will be taken into account in the service design. 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. 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:	10/02/2021
Counter Signature Service Director	John Curry
Date:	10/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Waste Management</p> <p><i>Year 1 operational efficiencies including final savings from the kerbside collection review 2 FTE impact from vacant posts. Future years' savings from implementation of national legislation including Deposit Return Scheme and Extended Producer Responsibility obligations. Remaining savings to be made from further optimisation of the waste service including review of working patterns.</i></p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice A revised Policy/Strategy/Practice X</p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).)</p>	<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 A&I and / or SBC Service area review works as appropriate • Embracing the opportunities from Digital investment • Review structures, enhance skills, flexibility and demand-led working patterns

	<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
Service Area: Department:	WASTE
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:	28/01/21

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? <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? <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. 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 impairment, learning disability, visible/invisible, progressive or recurring		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, 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 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, migrants and asylum seekers)	X			
Religion or Belief: different beliefs, customs (including	X			

atheists and those with no aligned belief)				
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	X	<p>More efficient services will benefit this group in allowing quicker and easier access.</p> <p>.</p> <p>For current employees, any potential reduction in staff numbers may mean an impact on this group.</p>
Material Deprivation – being unable to access basic goods and services i.e. financial		X	X	<p>For current employees, any potential reduction in staff</p>

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			.
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	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	For current employees, a change to work patterns could have either a negative or positive 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.

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:	10/02/2021
Counter Signature Service Director	John Curry
Date:	10/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Passenger Transport</p> <p><i>Year 1 reversal of a temporary removal of Passenger Transport Manager post and additional income opportunity through use of Development Contribution. Future years savings are related to the review of bus service contracts which will include approach to tender renewal and reviewing and optimising service provision.</i></p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice A revised Policy/Strategy/Practice <input type="checkbox"/>X</p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>Service, digital resource, and process re-engineering reviews and income generation opportunities.</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 A&I and / or SBC Service area <u>review works as appropriate</u> • Embracing the opportunities from Digital investment – for example route optimisation. • Review structures, enhance skills, flexibility and demand-led working patterns

	<ul style="list-style-type: none"> • Enhanced community engagement, participation & empowerment • Best use of physical assets maximising use of internal fleet. • Optimised partnership resources, including better shared services • Process Improvement, productivity focus & removal of non-value adding work, duplication & ineffective effort
Service Area: Department:	WASTE
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:	27/01/2021

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.)</i> 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, 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? <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>Under 18s and older people 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>A single SBC view across services 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</p>

				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.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	<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>A single SBC view across services will mean services are located in the same place, meaning less journeys are required to access services for some customers / stakeholders.</p> <p>Route optimisation planning will benefit people with a disability.</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 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		Route optimisation 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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>				

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>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. This will be mitigated by route optimisation.</p> <p>Property rationalisation across the Council 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 broken electrical goods, warm home, leisure and hobbies</p>		X	X	<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. This will be mitigated by route optimisation.</p>

				<p>A single SBC view across services 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, 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>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. This will be mitigated by route optimisation.</p> <p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties. This will be taken into account during the service review. This will be mitigated by route optimisation.</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>		X	X	<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. This will be mitigated by route optimisation.</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>
Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	<p>Alterations to bus services (i.e. timetables and routes) may impact access to public transport for those with caring responsibilities. This has implications for social isolation and access to goods/services.</p> <p>For current employees, a change to work patterns may have either a positive or negative 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:	10/02/2021
Counter Signature Service Director	John Curry
Date:	10/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Corporate Improvement & Economy Review</p> <p><i>Review of structure within the wider Corporate Improvement & Economy service. 1FTE impact from vacant post. Total number of Service FTE 27</i></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: (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>Creation of a Corporate Improvement Function to support the delivery of the SBC Corporate plan and Re-design of Economic Development structure in line with creation of SOSE and the fundamental principles of the council's Fit for 2024 transformation programme.</p> <p>This review will include changes to the team structure and its associated roles to deliver a more focussed approach to measuring and quality assuring the councils performance in line with the key organisational goals.</p>
<p>Service Area: Department:</p>	<p>Corporate improvement & Economy</p>
<p>Lead Officer: (Name and job title)</p>	<p>Rob Dickson, Executive Director</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Alison Dubickas, HR Jill Fleming, Finance BP</p>

Date(s) IIA completed:	09/02/2021

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

Yes / No (please delete as applicable)- Yes

If yes, - please state here: Organisational policies and practices

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 review will follow the Fit for 2024 transformation programme principles and 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>	The review will follow the Fit for 2024 transformation programme principles and process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The review will follow the Fit for 2024 transformation programme principles and process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.

**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>Many employees will positively embrace changes to working practices and feel a positive impact.</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>
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>
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 (*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		This review impacts internal policies, processes and procedures. Increased options for flexible working should benefit all colleagues.

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			This review impacts internal policies, processes and procedures.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)	X			This review impacts internal policies, processes and procedures.
Socio-economic Background – social class i.e. parents' education, employment and income	X			This review impacts internal policies, processes and procedures.
Looked after and accommodated children and young people	X			This review impacts internal policies, processes and procedures.
Carers paid and unpaid including family members		X		This review impacts internal policies, processes and procedures. Increased options for flexible working should benefit all colleagues.
Homelessness	X			This review impacts internal policies, processes and procedures.
Addictions and substance use	X			This review impacts internal policies, processes and procedures.
Those involved within the criminal justice system	X			This review impacts internal policies, processes and procedures.

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:	Rob Dickson
Designation:	Executive Director
Date:	09/02/2021
Counter Signature Service Director	
Date:	

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Increased fees and charges and introduction of new charge
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).)	The introduction in 21/22 of new fees (Road opening permits and Building Standards Provisional Enquiries) and increases in provision enquiry fees. In subsequent years this will be addressed by annual review of our fees and through the reviews of any discretionary spend particularly in 2022/23.
Service Area: Department:	Planning, Housing & Related Services
Lead Officer: (Name and job title)	Ian L Aikman Chief Planning & Housing Officer
Other Officers/Partners involved: (List names, job titles and organisations)	N/A
Date(s) IIA completed:	28/01/2021

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?	
No	
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	No			

Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring	No			
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	No			
Marriage or Civil Partnership people who are married or in a civil partnership	No			
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),	No			
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	No			
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	No			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	No			
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	No			

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 (only in that they form part of the Budget process – the proposals in themselves are relatively modest and are operational in nature)

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 fees relate to providing advice on development proposals and the creation of new accesses which are being funded by the prospective applicant.</p> <p>The second new fee relates to charging for pre –application advice on Building Standards applications</p> <p>The fees charged are a small percentage of the overall cost of the works and should not render them uneconomic or prohibit the development proceeding.</p> <p>There are exceptions for disabled facilities and access, community groups, registered charities and for discussions with residents potentially impacted by a development.</p>
<p>Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance,</p>	X			As above

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			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			As above
Carers paid and unpaid including family members	X			As above
Homelessness				As above
Addictions and substance use	X			As above
Those involved within the criminal justice system	X			As above

4 Full Integrated Impact Assessment Required

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

Yes / 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.

Signed by Lead Officer:	
Designation:	Chief Planning & Housing Officer
Date:	28/01/2021
Counter Signature Service Director	Rob Dickson
Date:	09/03/2021

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 3% reduction. Live Borders have been involved in discussions around this proposal and have agreed to manage budget pressures within the existing management fee. The reduction is £156k in 2021/22.
Service Area: Department:	Corporate improvement & Economy
Lead Officer: (Name and job title)	Rob Dickson, Executive Director
Other Officers/Partners involved: (List names, job titles and organisations)	Alison Dubickas, HR Jill Fleming, Finance BP
Date(s) IIA completed:	05/03/21

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
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 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 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, therefore there is no direct impact on their service users as a result of this proposal.

Signed by Lead Officer:	Rob Dickson
Designation:	Executive Director
Date:	05/03/21
Counter Signature Service Director	
Date:	

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Planning</p> <p><i>Review of internal processes and technology opportunities to drive efficiencies. Estimated FTE impact 1-2 FTE. Total number of service FTE 62</i></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: (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 reviews over the next 4 years including process, technology and structural changes as opportunities arise supported by People Plan.</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 • Reduced structures, enhanced skills, flexibility and demand-led working patterns • Demand-led & informed by evidence, customer intelligence & customer needs • Enhanced community engagement, participation & empowerment • Best use of physical assets – including reduced estate & single SBC view

	<ul style="list-style-type: none"> • 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
Service Area: Department:	Economic Development and Corporate Services Planning
Lead Officer: (Name and job title)	Rob Dickson/Ian Aikman
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	03/02/2021

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.)</i> 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. 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>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>
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability,		X	X	<p>A reduced property estate may impact adversely on people with a disability. This will be considered in the design phase.</p>

visible/invisible, progressive or recurring				<p>Increased digital access is a potentially positive development. 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 more flexible form of working.</p> <p>.</p>
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 – Gender Identity women and men (girls)	X			

and boys) and those who self-identify their gender				
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. 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. 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> <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>		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>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</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.

Signed by Lead Officer:	Ian Aikman
Designation:	Chief Planning Officer
Date:	03/02/2021
Counter Signature Service Director	Rob Dickson, Executive Director
Date:	03/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Audit & Risk
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).)	To explore further joint working opportunities with other local authorities.
Service Area: Department:	Corporate Improvement and Economy Audit & Risk
Lead Officer: (Name and job title)	Rob Dickson//Jill Stacey
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	03/02/2021

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? <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>No</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

<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	
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 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.				
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.

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Signed by Lead Officer:	Jill Stacey
Designation:	Chief Officer Audit & Risk
Date:	03/02/2021
Counter Signature Service Director	Rob Dickson – Executive Director
Date:	03/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Better use of Fleet Vehicles SB Cares
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 to SB Cares staff
Service Area: Department:	SB Cares
Lead Officer: (Name and job title)	Jen Holland, Chief Operating Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Paul Cathrow Service Manager
Date(s) IIA completed:	03/03/2021

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

Yes / No (please delete as applicable) 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? <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>	Yes ability to offer employment to potential employees who do not own a vehicle, potentially younger staff
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	It will give more people the opportunity to gain employment with SB Cares so promote equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	Greater diversity in the workforce will allow more contact between different groups and therefore foster good relations.

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 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 – Gender Identity women and men (girls and boys) and those	X			

who self-identify their gender				
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? Yes (<i>please delete as applicable</i>) No</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		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 (e.g. accessibility of transport)		X		Provision of fleet vehicles will benefit employees and potential employees who do not own their own vehicle, 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:	03/03/2021
Counter Signature Service Director	Jen Holland

Date:	03/03/2021
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Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal: Review of LDS Day Services	
What is it?	A revised Policy/Strategy/Practice <input type="checkbox"/> X
Description of the proposal:	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.
Service Area: Department:	LDS Health & Social Care
Lead Officer: (Name and job title)	Simon Burt – General Manager Lisa Samson – SB Cares
Other Officers/Partners involved: (List names, job titles and organisations)	Jen Holland – Head of Service SB Cares Douglas Ireland – GM LDS Susan Henderson – planning and development officer TL’s SB Cares
Date(s) IIA completed: updated 08/02/21	

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
(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>	Increasing social interaction and reducing social isolation will assist in eliminating discrimination.
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, 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			
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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? Yes (<i>please delete as applicable</i>) 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 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'	X			

education, employment and income				
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:	08/02/21
Counter Signature Service Director	Jen Holland
Date:	08/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Reablement / re-commission Homecare
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).)	Review of Homecare provision and expansion of reablement model. Staff will be trained in reablement approach and identified lower cost providers of homecare services to provide personal care.
Service Area: Department:	SB Cares
Lead Officer: (Name and job title)	Jen Holland, Chief Operating Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Julie Glen Operations Director / Contracts
Date(s) IIA completed:	03/03/2021

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

Yes / No (please delete as applicable) 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? <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>	A reablement approach will allow service users to maximise their potential and help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Clients will all be offered reablement opportunity, and increased ability will allow greater opportunities for service users.
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		Older people with opportunity and are able will all progress through 6 weeks of re-

				<p>ablement to help improve their independence.</p> <p>Recommissioning will improve scheduling across the Borders ensuring elimination of travel costs and increase availability to keep more older people at home</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X		<p>A reablement approach will allow service users with a disability to maximise opportunities.</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>Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>		X		<p>Reablement will allow service users to play a greater part in community life, including cultural events.</p>
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>		X		<p>Reablement will allow service users to play a greater part in religious festivals and worship.</p>

Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 (*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			
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		Reablement will provide greater opportunities for respite for 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:	Julie Glen
Designation:	Operations Director
Date:	03/03/2021
Counter Signature Service Director	Jen Holland

Date:	03/03/2021
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Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Trusted Assessment Scheme
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X <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).)	Introduction and roll out of Trusted Assessment Model. Assessments will be undertaken earlier, within the patient's home and avoiding duplication to enhance the patient experience and provide a person centred approach. Digital solutions and improved efficiencies will enable Social Work staff to focus more on their complex and statutory duties. Estimated 1 FTE reduction.
Service Area: Department:	SB Cares
Lead Officer: (Name and job title)	Jen Holland, Chief Operating Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Julie Glen Operations Director
Date(s) IIA completed:	03/03/2021

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>	Quicker discharge from hospital will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Allows staff to be involved and career opportunities. Quicker return to the community for clients will promote equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	Yes – will ensure person centred assessments done once by the person closest to client at the time.

**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 proposal would allow service users to be assessed and have their needs met more quickly and efficiently than currently. Would eliminate multiple similar assessments being undertaken with all professions being able to share information and assessments made at the right time by the right person
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		The proposal would allow service users to be assessed and have their needs met more quickly and efficiently than currently. Would eliminate multiple similar assessments being undertaken with all professions being able to share information and assessments made at the right time by the right person
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	X			

minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)				
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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			
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.

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.

This proposal improves person centred care eliminating duplication and unnecessary delay in addition this improves job satisfaction for all involved.

Signed by Lead Officer:	Julie Glen
Designation:	Operations Director
Date:	03/03/2021
Counter Signature Service Director	Jen Holland
Date:	03/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal: Complex Care Unit	
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).)	Service redesign; repatriation of clients from outside the Scottish Borders area. 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 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: 4th Feb 2021	

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. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Yes – Providing local housing to a protected group
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Yes – as above
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	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 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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? Yes / <i>(please delete as applicable)</i> 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		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,		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			
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.

Signed by Lead Officer:	Simon Burt
Designation:	General Manager
Date:	04/02/21
Counter Signature Service Director	Jen Holland
Date:	04/03/2021

Scottish Borders Council

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"/> A revised Policy/Strategy/Practice Y</p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate)</p> <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 <p>Our ways of working</p> <ul style="list-style-type: none"> • 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.

<p>Service Area: Department:</p>	<p>SBC - Health and Social Care, Customer and Communities, Community learning and Development, Education, Housing. NHS – LAC's, Wellbeing Service, District Nurses, Home First Independent sector care providers, housing providers Third Sector and other key partners</p>
<p>Lead Officer: (Name and job title)</p>	<p>Jenni Craig Jen Holland Rob McCulloch-Graham</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Group Manager, Social Care & Health, SBC - Shona MacCorquodale General Manager, Primary and Community NHS Borders - Susannah Flower 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

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>
<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> <p> localities mapping for SIP.docx</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? <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>

Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The model will provide an equal opportunity for the public to access services
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	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.

**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 are married or in a civil partnership		Y		The model will provide joined up services in each locality for all.
Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In	Y			The model will provide joined up services in each locality for all, but will not change the way maternity services are provided.

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)		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 – Gender Identity women and men (girls and boys) and those who self-identify their gender		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.

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 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		Y		The core team will be able to gain support from community team who will be able to offer

and pay bills but have no savings to deal with any unexpected spends and no provision for the future.				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 (e.g. accessibility of transport)		Y		The model will be available in each locality but also virtually via the 0300 number and online support will also be 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/ Jenni Craig/ Rob McCulloch -Graham
Designation:	Chief Operating Officer
Date:	04/03/2021
Counter Signature Service Director	JEN HOLLAND
Date:	04/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal: Shared Lives	
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/>
Description of the proposal: To commission a Shared Lives scheme within the Borders. This will provide up to 25 placements over a 3 year period for adults with a learning disability whom require live in supported accommodation, respite care and/or day time support. (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 Area: LDS Department:	
Lead Officer: Simon Burt – General Manager (Name and job title)	
Other Officers/Partners involved: Susan Henderson – Planning and Performance Ryan Douglas – Contracts 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 4-2-21	

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 <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:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Yes – provides suitable support for adults who are vulnerable due to disability.
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 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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, 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		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:	Updated 04/02/2021
Counter Signature Service Director	Jen Holland
Date:	08/03/2021

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:	SBCares
Lead Officer: (Name and job title)	Jen Holland
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HSC
Date(s) IIA completed:	04/03/2021

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? <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>	An improvement to the service delivery model will help eliminate discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The proposal will improve opportunities for older people and therefore enhance equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	N/A

<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	
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 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	
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'	X			

education, employment and income				
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.

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Signed by Lead Officer:	Julie Glen
Designation:	Operations Director, SB Cares
Date:	04/03/2021
Counter Signature Service Director	Jen Holland

Date:

04/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Increased Fees & Charges – School Lets. Music Fees & School Meals
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 Meals - increase of 10p per meal Music Fees - increase of £3 to £5 per annum School Lets - increase of 20p to 90p per hour	Forecast fees & charges increase to be agreed. (10p increase in price of a school meal in 2021/22, and 2022/23) and inflationary increase on Lets.
Service Area: Department:	Children & Young People
Lead Officer: (Name and job title)	Michelle Strong
Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	04/02/2021

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:

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>	Yes, an increase in fees could adversely impact on some families in terms of the increase in cost for school meals and the increase in cost of music tuition
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Yes – it could hinder the Council
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	It could hinder the Council's relationship to a certain degree

**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	Some children may struggle with the added cost to school meals.

				However, all P1-3 pupils are entitled to free school meals, and a number of older children are also eligible.
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 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	The increase could affect affordability for some families. In mitigation all P1-3 pupils are entitled to free school meals, and a number of older children are also eligible according to need.
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'			X	As above

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.

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:	Michelle Strong
Designation:	
Date:	04/02/2021
Counter Signature Service Director	Lesley Munro, Service Director Children Young People & Inclusion
Date:	11/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Inspire Learning
What is it?	A revised Policy/Strategy/Practice 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).	Efficiency savings identified through the implementation of Inspire Learning Programme. Efficiency Savings identified include the reduction of IT support costs as well as the need for any IT refresh, consumables, Textbooks, Paper & printing as well as reduced time in ordering such items in schools and therefore associated purchase to pay activities.
Service Area: Department:	CYPS Education
Lead Officer: (Name and job title)	Catherine Thomson Quality Improvement Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Laura Hill – Business IT Partner Jane Scott – Finance Sarah Thomson - CGI
Date(s) IIA completed:	13 th February 2021

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

No (please delete as applicable) 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? 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></p>	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	No
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	No
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	No

<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	
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 (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.				
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.

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Signed by Lead Officer:	Catherine Thomson
Designation:	Quality Improvement Officer
Date:	28 January 2021
Counter Signature Service Director	Lesley Munro
Date:	28 January 2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>DSM REVIEW - Fit for 2024</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice</p>
<p>Description of the proposal: DSM is the framework by which decision making is delegated to headteachers. A series of principles and formulae are used to allocated resource to schools. Each local authority has their own version of the scheme, which is consistent with national guidance.</p> <p>Following the Fair Funding Scotland Review, new national guidance was published. All local authorities were mandated to review, implement and publish their new scheme by 2021. However, this date was revised due to pandemic and is now April 2022.</p> <p>The current scheme has not changed since a Service review in 2008 (Transforming Children’s Services) and much has changed since then in terms of school rolls, corporate functions and needs of the service users.</p> <p>There are significant year on year savings associated with the review of DSM.</p> <p>There is a requirement to make a minimum saving of £937,000 in 2021/22 from the review of DSM.</p>	<p>DSM Scheme being reviewed in line with National requirements. The new allocation methodology will create a structure which ensures parity and transparency in allocations and structures across all schools. This new scheme will likely result in reduced allocations relating to school management structures of up to 16 FTE with a change in duties and grade for a number of staff, with no detriment to class facing FTE or the pupil:teacher ratio. The total number of employees in this area is 211.72 FTE</p> <p>A DSM review group has been established, consisting of representatives from finance, HR, education, FF24 and CMT.</p> <p>The aim of the group is to progress the DSM review ensuring the scheme and associated processes are fit for 2024 and beyond.</p> <p>Working groups (primary and secondary) have been established to look at innovative ways to transform our services to children, as well as ensure the DSM scheme is efficient and effective.</p> <p>The initial focus of these groups has been to look at look at middle leadership in schools (Principal</p>

	Teachers). The intended outcome is to have a stream-lined middle leadership structure that works within and across schools, has greater capacity to drive improvement and is fair, transparent and consistent across Scottish Borders.
Service Area: Department:	Education
Lead Officer: (Name and job title)	Michelle Strong, Chief Education Officer
Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	27 January 2021

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.)</i>	
Yes	
Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	Whole system approach to allocation of resources will help eliminate discrimination.

<p>Promotion of equality of opportunity? (Will your proposal help or hinder the Council with this)</p>	<p>Agreed principles and expectations of the new scheme will enhance community engagement in how resources are used, and decisions made based on local context. This will promote opportunity for all protected groups.</p>
<p>Foster good relations? (Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</p>	<p>The spirit of the new DSM scheme is premised on empowerment and improvement. There are very clear expectations that consultation and decision making should be at a local level. The focus on community engagement, participation and empowerment will help foster good relations between different groups.</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	X	<p>The proposed new model will enhance the curriculum offer to our young people in schools.</p> <p>The first phase of the DSM review is focused on middle leadership in schools. The overall reduction in the number of promoted posts across Scottish Borders could reduce the opportunities for ambitious staff to gain promotion.</p> <p>This will be mitigated by consideration of these matters during the service design phase.</p> <p>Older employees may find it more difficult to adjust to a different model of leadership in our and across our schools.</p>

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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	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	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			
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:	Michelle Strong
Designation:	Chief Education Officer
Date:	27.01.21
Counter Signature Service Director	Lesley Munro
Date:	27.01.21

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Review of Central Schools, Management Structures and Learning Estate Rationalisation will commence in 2021/22. 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 3 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: 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 • Reduced structures, enhanced skills, flexibility and demand-led working patterns • Demand-led & informed by evidence, customer intelligence & customer needs

	<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
Service Area: Department:	Children & Young People
Lead Officer: (Name and job title)	Michelle Strong
Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	14/02/2021

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? <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.
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. 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</p>

				increased use of digital resources.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	<p>A reduced property estate may impact adversely on people with a disability. This will be considered in the design phase. Increased digital access is a potentially positive development. 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 more flexible form of working.</p>
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	Property rationalisation may mean people with low/ no wealth having to travel further to access Council services. An increased use of digital resources can mitigate this by reducing the need to visit Council premises. More efficient services will benefit this group in allowing quicker and easier access. A single SBC view will mean services are located in the same place, meaning less

				<p>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. 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. 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> <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>		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>A single SBC view will mean services are located in the</p>

				<p>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:	Michelle Strong
Designation:	Chief Officer Schools
Date:	28 January 2021
Counter Signature Service Director	Lesley Munro
Date:	28 January 2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal: School Transport Review	Revised delivery arrangements following Transport pilot project. School Transport is outsourced and will have to be retendered once all the revised delivery arrangements have been modelled.
What is it?	A new Policy/Strategy/Practice <input checked="" type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/>
Description of the proposal: School Transport	
Service Area: Department:	Children Young People & Inclusion
Lead Officer: (Name and job title)	Christian Robertson
Other Officers/Partners involved: (List names, job titles and organisations)	
Date(s) IIA completed:	28 January 2021

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:

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>	No
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	There is a potential for this to be hindered, but this will be addressed in the tender criteria.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	No

**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 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	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. This will be addressed in the tendering arrangements.
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	Children in more rural areas may depend on school transport more. This will be addressed in the tender criteria.
Socio-economic Background – social			X	There is a potential negative impact in that those in the lower socio – economic

class i.e. parents' education, employment and income				classes may be more likely to use school transport and 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.

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Signed by Lead Officer:	Christian Robertson
Designation:	QIM
Date:	28 January 2021
	Lesley Munro

Counter Signature Service Director	
Date:	28 January 2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Targeted efficiencies to be delivered from the 'Communities Development Review' workstream within Fit for 2024. Roles within CLD are to be reviewed in conjunction with other services that fit within the locality model</p>
<p>What is it?</p>	<p>A new Policy/Strategy/Practice <input checked="" type="checkbox"/> A revised Policy/Strategy/Practice <input type="checkbox"/></p>
<p>Description of the proposal: Community Learning & Development Review</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 • Reduced structures, enhanced skills, flexibility and demand-led working patterns • Demand-led & informed by evidence, customer intelligence & customer needs • 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

	<ul style="list-style-type: none"> Process Improvement, productivity focus & removal of non-value adding work, duplication & ineffective effort
Service Area: Department:	Children & Young People
Lead Officer: (Name and job title)	Kevin McCall, Quality Improvement Officer
Other Officers/Partners involved: (List names, job titles and organisations)	Michelle Srong, Chief Officer Schools Christian Robertson, Quality Improvement Manager Oonagh McGarry, Adult learning team leader Norrie Tait, Youth Learning team Leader Third Sector Interface Youth Borders CLD Strategic Partners
Date(s) IIA completed:	14/02/2020

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. External inspection and annual reporting processes from Education Scotland and Scottish Government. Education Quality Improvement Framework, National Duties for Local Authorities on CLD provision.</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? (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.)</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 community based learning opportunities 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. And facilitate effective partnership solutions negotiated with groups and communities.

**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 being able to access local community social spaces which may impact upon the ability to deliver health, wellbeing and personal development programmes.</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</p>

				<p>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. This will be considered in the design phase. Increased digital access is a potentially positive development. A mixed model of SBC estate and community owned/run spaces would help to mitigate this in our rural authority. 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 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</p>			X	<p>Increased digital access will be a benefit.</p>

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	x	A reduced property estate may impact negatively on community based learning programmes for refugees, migrants and asylum seekers. This could be mitigated through careful consideration of the technology needs of these groups or ensuring community based spaces are accessible in the areas of greatest need.
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	x			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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>				

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>Accessible adult, youth and family learning programmes can help develop employability skills and pathways to increase the income base for these households and reduce the dependency levels on Council services. An increased use of digital resources and educational programmes to support the use of technology 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. 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</p>

				<p>journeys are required to access services. Improved digital processes can build an infrastructure that helps the materially deprived reach support mechanisms from SBC and other partners e.g. Third Sector.</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. 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> <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>		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>A single SBC view will mean services are located in the same place, meaning less journeys are required to access services. Often the socio-economic group with the least secure employment and low income have the greatest prevalence of numeracy and literacy issues. An improved on-line learning offer will assist with accessible learning that</p>

				<p>provides an improved level of anonymity for these adults.</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			

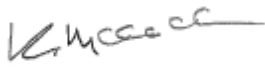
4 Full Integrated Impact Assessment Required

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:	 Kevin McCall
Designation:	Quality Improvement Officer
Date:	26/1/21
Counter Signature Service Director	Lesley Munro
Date:	02/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Service Provision review as a result of legislative change in respect of the Annual Household Canvass for Electoral Registration.
What is it?	A new Policy/Strategy/Practice X 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. £5k of the savings are estimated to have an FTE impact on temporary relief staff canvassers not permanent staff. This will be undertaken in line with the following principles: <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
Service Area: Department:	Customer & Communities Assessors and Electoral Services
Lead Officer: (Name and job title)	Brian Rout, ASSESSOR, ELECTORAL REGISTRATION OFFICER and Jenni Craig, SERVICE DIRECTOR CUSTOMER & COMMUNITIES
Other Officers/Partners involved:	Fit for 2024 programme support/HR/Finance - SBC

(List names, job titles and organisations)	
Date(s) IIA completed:	11 March 2021

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

	No Impact	Positive Impact	Negative Impact	Please explain the potential impacts and how you know this
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 – Gender Identity women and men (girls and boys) and those	X			

who self-identify their gender				
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 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			

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:	11/03/2021
Counter Signature Service Director	Jenni Craig

Date:	11/03/2021
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Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Fit for 2024 review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations & Electoral Registration.
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).)	Structural and process re-engineering review. This will be undertaken in line with the following principles: <ul style="list-style-type: none"> • End to end processes • Reduced resources • Embracing the opportunities from alternative Digital solutions • Process Improvement, productivity focus & removal of manual work
Service Area: Department:	Customer & Communities Assessors and Electoral Services
Lead Officer: (Name and job title)	Brian Rout, ASSESSOR, ELECTORAL REGISTRATION OFFICER and Jenni Craig, SERVICE DIRECTOR CUSTOMER & COMMUNITIES
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	11 March 2021

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>Statutory 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? <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>No</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.

<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	
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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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, 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			
Socio-economic Background – social class i.e. parents' education, employment and income			X	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			
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 impact will be minimal as at this stage the review is only a proposal and may be overtaken by legislative barriers.

Signed by Lead Officer:	Brian Rout
Designation:	Assessor & Electoral Registration Officer
Date:	11/03/2021
Counter Signature Service Director	Jenni Craig
Date:	11/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Redesigned Operating Model – Business Support and Customer Advice & Support Carry out a Fit for 2024 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. Estimated FTE reductions are 12 FTE from an establishment of 369 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: (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 expansion of digital customer interaction and self service relative to both the Services and all of the Council. Customer Advice & Support Services (CASS) are delivering the Digital Customer Access (DCA) project, for these Service and the Council as a whole. This will allow the redesign, DCA and other changes to be implemented in such a way as to take advantage of existing and new technology and ways of working, and maximise the associated benefits. This will ensure all customers, internal or external, can obtain the services they need/want at an acceptable quality level and that vulnerable customers unable to use, utilise or access the new ways of engagement to still receive</p>

	the equivalent service to an equal standard. The Services and project adhere to the overall Council and Service principles of utilising technology and driving self service to increase efficiency and quality of service delivery.
Service Area: Department:	Customer & Communities Business Support and CASS
Lead Officer: (Name and job title)	Jenni Craig/Jenny Wilkinson/Les Grant
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	05 March 2021

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.)</i>	
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? (Will your proposal help or hinder the council's relationships with those who have equality characteristics?)	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. 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>
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X	X	<p>A reduced property estate may impact adversely on people with a disability. This will be considered in the design phase. 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 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			
<p>Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)</p>	X			
<p>Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender</p>	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. An increased use of digital resources can mitigate this by reducing the need to visit Council premises. More efficient services will benefit this group in allowing quicker and easier access. 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,</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>A single SBC view will mean services are located in the</p>

warm home, leisure and hobbies				<p>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>
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X	X	<p>There is a potential for property rationalisation to have a negative impact depending on the location of future properties. 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> <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. 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</p>

				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:	Jenni Craig
Designation:	Service Director, Customer & Communities
Date:	08/03/2021
Counter Signature Service Director	Jenni Craig
Date:	08/03/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Carry out a Fit for 2024 review of the resources across the organisation that have a role in community development or community capacity building and review arrangement with external bodies. There is likely to be a reduction of c.1 FTE across the organisation.</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: (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>A review of community capacity/development resources across the Council to be delivered through a locality model with H&SC, Customer & Communities and Community Learning and Development services. The savings will be via a joined up management structures, looking at what the Third Sector can provide as well as cost avoidance through early intervention and prevention and keeping people in the community, instead of hospital admission or managing them home or back in the community to reap the savings from long in patient stays. It will also be focused on maximising collaborative opportunities across public bodies and third sector organisations.</p>
<p>Service Area: Department:</p>	<p>Customer & Communities Community Development</p>
<p>Lead Officer: (Name and job title)</p>	<p>Jenni Craig</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Fit for 2024 programme support/HR/Finance</p>

Date(s) IIA completed:	11 March 2021

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? <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.
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 and services areas.

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

				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 atheists and those with no aligned belief)	X			
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	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>Property rationalisation may mean people with low/ no wealth having to travel further to access Council services. An increased use of digital resources can mitigate this by reducing the need to visit Council premises. More efficient services will benefit this group in allowing quicker and easier access. A single SBC and partnership view will mean services are located in the same place, meaning less journeys are required to access services. 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 and partnership view will mean services are located in the same place, meaning less journeys are required to access services.</p>

				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	X	There is a potential for property rationalisation to have a negative impact depending on the location of future properties. This will be taken into account during the service review. A single SBC and partnership view will mean services are located in the same place, meaning less journeys are required to access services. 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	An increased use of digital resources may impact on this group. This will be taken into account in the service design. A single SBC and partnership view will mean services are located in the same place, meaning less journeys are required to access services. 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:	Shona Smith
Designation:	COMMUNITIES & PARTNERSHIP MANAGER
Date:	11 March 2021
Counter Signature Service Director	Jenni Craig
Date:	11 March 2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Additional fees & Charges Income across Regulatory 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)).	Extra income from higher Fees & Charges which have been increased in line with inflation. New charges introduced in 21/22 in respect of Risk Assessments for Regulated Water Supplies.
Service Area: Department:	Regulatory Services
Lead Officer: (Name and job title)	Protective Services Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Nuala McKinlay, Chief Legal Officer (Monitoring Officer)
Date(s) IIA completed:	03/03/2021

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:

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>	

**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, 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	X			

Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
3.3 Fairer Scotland Duty				
<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 <input type="checkbox"/> No <input checked="" type="checkbox"/>				
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	<p>The proposal covers the following charges:</p> <ul style="list-style-type: none"> • Private Water Supply • Seafood Licences • Weights and Measures • Pest Control <p>Private Water Supply and Pest Control may be used by individuals with little wealth. 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 (an inflationary increase of 3%), and there is a cap on the charge for risk assessments for private water supplies. In addition citizens with private water supplies do not</p>

				pay a domestic water rates charge.
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 (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 minimal impacts, with safeguards, and the increases are in line with inflation.

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Signed by Lead Officer:	Tricia Scott
Designation:	Protective Services Manager
Date:	04/03/2021
Counter Signature Service Director	David Robertson, Executive Director, Finance & Regulatory
Date:	04/03/2021

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 66.4 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

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:

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>	

**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, 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 <input checked="" type="checkbox"/> No <input type="checkbox"/> 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

X

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:	04/03/2021
Counter Signature Service Director	David Robertson, Executive Director, Finance & Regulatory
Date:	04/03/2021

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 27.5 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

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:

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>	

**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, 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 <input checked="" type="checkbox"/> No <input type="checkbox"/> 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
Designation:	Chief Legal Officer (Monitoring Officer)
Date:	04/03/2021
Counter Signature Service Director	David Robertson, Executive Director, Finance & Regulatory
Date:	04/03/2021

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"/>
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. Changes to charging regime for Private Water Supplies.
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

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:

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>	

**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, 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 <input checked="" type="checkbox"/> No <input type="checkbox"/> 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
Designation:	Protective Services Manager
Date:	04/03/2021
Counter Signature Service Director	David Robertson, Executive Director, Finance & Regulatory
Date:	04/03/3021

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. .
Service Area: Department:	Human Resources
Lead Officer: (Name and job title)	Clair Hepburn
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	04/03/2021

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:

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>	Different, more agile ways of working as a result of process reviews will help in eliminating discrimination.
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	Different, more agile ways of working as a result of process reviews will help in extending opportunities to previous hard to reach groups.
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	X	A change in service delivery, with a greater focus on digital delivery

				<p>may appear to adversely impact on older employees. The SBC Digital Engagement Strategy, will assist with this. Appropriately delivered training for the use of digital technology will be provided. Any change will also increase opportunities for access to a wider range of HR services and training for many employees.</p>
<p>Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring</p>		X	X	<p>Disabled employees may find it more difficult to adjust to a more flexible form of working. Equally, more agile working practices may allow others to take up employment which was not previously practical. Reasonable adjustments to working practices will be considered and put in place where appropriate. Similarly some disabled employees may find it more difficult to access HR services remotely. Appropriately delivered training for the use of digital technology will be provided. Appropriate training will be provided and reasonable adjustments considered and put in place where appropriate. 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			

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	An increased ability to access services remotely 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	A more agile form of working will benefit some with caring responsibilities. This may also make working for the Council attractive and practical for those with caring responsibilities. For current employees, a change to work patterns may have a negative impact on 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:	Iain Davidson
Designation:	Employee Relations Manager
Date:	04/03/2021
Counter Signature Service Director	Clair Hepburn
Date:	04/03/2021

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:	Human Resources Communications & Marketing
Lead Officer: (Name and job title)	Clair Hepburn
Other Officers/Partners involved: (List names, job titles and organisations)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	04/03/2021

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:

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>	A focus on community engagement and participation 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	

<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. This will be mitigated by consideration of these matters during the service design phase. The SBC Digital Engagement Strategy will also assist with this. Older people can benefit from increased digital access.</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. Disabled employees may find it more difficult to adjust to a more flexible form of working. 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>

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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group. This will be mitigated by consideration of these

				<p>matters during the service design phase. The SBC Digital Engagement Strategy will also assist with this. 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>		X	X	<p>Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group. This will be mitigated by consideration of these matters during the service design phase. The SBC Digital Engagement Strategy will also assist with this. 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>		X	X	<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. This will be mitigated by consideration of these matters during the service design phase. The SBC Digital Engagement Strategy will also assist with this. There can also be a benefit from increased digital access with increased participation and interaction.</p>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>	X			

Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X		A service review resulting in more agile forms of working will benefit some employees with caring responsibilities. This may also make working in this service 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:	Iain Davidson
Designation:	Employee Relations Manager
Date:	04/03/2021
Counter Signature Service Director	Clair Hepburn

Date:	04/03/2021
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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.
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)	Fit for 2024 programme support/HR/Finance
Date(s) IIA completed:	04/03/2021

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? <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 needs 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 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>	An improved service 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	Increased use of digital resources may impact

				<p>adversely on older people. This will be mitigated by consideration of these matters during the service design phase. This will be mitigated by consideration of these matters during the service design phase. The SBC Digital Engagement Strategy will also assist with this. Older people can benefit from increased digital access.</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. Disabled employees may find it more difficult to adjust to a more flexible form of working. 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>

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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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	Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group. This will be mitigated by consideration of these

				<p>matters during the service design phase. 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>		X	X	<p>Increased use of digital resources, including the move to an online version of SB Connect, may impact adversely on some in this group. This will be mitigated by consideration of these matters during the service design phase. 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>		X	X	<p>Increased use of digital resources, may impact adversely on some in this group, in particular in areas with poor internet access. This will be mitigated by consideration of these matters during the service design phase. 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>
<p>Socio-economic Background – social class i.e. parents' education, employment and income</p>	X			

Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X		A service review resulting in more agile forms of working will benefit some employees with caring responsibilities. This may also make working in this service 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:	Iain Davidson
Designation:	Employee Relations Manager
Date:	04/03/2021
Counter Signature Service Director	Clair Hepburn

Date:	04/03/2021
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Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

<p>Title of Proposal:</p>	<p>Borders Innovation Park</p>
<p>What is it?</p>	<p>To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy</p> <p>A new project within the Edinburgh and South East Scotland City Region Deal (ESES CRD).</p>
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes (including the context within which it will operate)).</p>	<p>The Borders Innovation Park at Tweedbank is intended to encourage innovation and foster inclusive growth through building modern, fit-for-purpose, business and industrial infrastructure that will result in higher skilled, better paid jobs therefore stimulating increased productivity.</p> <p>Within the innovation strand of the Deal, this project would aim to foster a culture of innovation in the Scottish Borders through working with business, regional partners, and the universities. Within the inclusive growth strand of the Deal, this project would look to promote Fair Work and address barriers to labour market entry for disadvantaged groups.</p> <p>Phases 1 and 2 be completed in early 2021, creating 5,660 m² of new office space and 2,950 m² of new industrial space. Further development will take place beyond this date with phase 3 being completed by 2024. This further development will create another 5,809 m² of new office</p>

	<p>space and 400 m² of industrial space on land currently on Lowood Estate.</p> <p>The full cost of implementing the project is estimated to be £29,020,000. It has a positive economic impact with an estimated Benefit-Cost ratio (BCR) of £16:£1 and will boost employment by creating an estimated 383 jobs. It will also create an estimated 380 construction jobs. It is anticipated that the project will increase GVA by £350 million excluding construction.</p> <p>As this is a large ongoing project, this IIA will focus on the overall project and phases 1 & 2 of the proposal. As the proposal further progresses and workstreams evolve these will ultimately produce their own individual IIA's.</p> <p><u>Preliminary Notice</u></p> <p>Whilst this IIA considers all of the protected characteristic there has been an agreement between The Equality & Human Rights Commission and the Edinburgh & South East Scotland City Region Deal Partnership the largest improvement of the Deal will be Disability, Gender, and Race.</p>
<p>Service Area: Department:</p>	<p>Chief Executive's Economic Development</p>
<p>Lead Officer: (Name and job title)</p>	<p>Stuart Kinross Economic Development Officer (Business)</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Bryan McGrath, Chief Officer Economic Development. Steven Renwick, Project Manager, Major Projects. Karen Ruthven, Planning. Sarah Parkin, Finance.</p>
<p>Date(s) IIA completed:</p>	<p>27/06/19, 02/08/19, 18/11/19, 11/12/19, and 30/1/2020.</p>

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

Yes	X	No
<p>If yes, - please state here: Edinburgh and South East Scotland City Region Deal, Scottish Borders Council Local Development Plan, SESPlan Strategic Development Plan, Borders Railway Blueprint, Scottish Borders Economic Strategy 2023, Regional Transport Strategy 2015-2025, Central Borders Business Park Supplementary Guidance and Simplified Planning Zone Scheme (2017).</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? 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></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>It is an explicit objective of the project to promote inclusive growth through creating employment opportunities for disadvantaged groups. In particular the focus will be on supporting people who encounter disadvantage from Gender, Race and Disability groups as required by the City Region Deal.</p> <p>It is anticipated that the project’s objectives to promote equality of opportunity described above will help the council’s relationships with those who have the above equality characteristics.</p>
<p>Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i></p>	
<p>Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i></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	
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		<p>One of the project's objectives is to increase the number of highly productive jobs in the area. It is intended that there will be a focus on creating employment for under-represented groups, including those with disabilities, as part of the process for achieving this target. We will be liaising with all potential tenants about workforce mix and the potential to employ workers from a wide base and to participate in the Fair Work initiative.</p> <p>All buildings and their surroundings will be accessible to both employees and service users. Additionally, workspaces will be designed in a way that will meet their needs.</p> <p>The participation of people with disabilities in the project is being specifically scrutinised as part of the City Region Deal's monitoring and evaluation framework.</p>
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender		X		<p>One of the project's objectives is to increase the number of highly productive jobs in the area. It is intended that there will be a focus on creating employment for under-represented groups, including women, as part of the process for achieving this target. We will be liaising with all potential tenants about workforce mix and the potential to employ workers from a wide base.</p>

				The participation of women in the project is being specifically scrutinised as part of the City Region Deal's monitoring and evaluation framework.
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)		X		<p>One of the project's objectives is to increase the number of highly productive jobs in the area. It is intended that there will be a focus on creating employment for under-represented groups, including those from minority ethnic backgrounds, as part of the process for achieving this target. We will be liaising with all potential tenants about workforce mix and the potential to employ workers from a wide base.</p> <p>The participation of people from minority ethnic backgrounds in the project is being specifically scrutinised as part of the City Region Deal's monitoring and evaluation framework.</p>
Age Older or younger people or a specific age grouping		X		The construction phase is planned to create high-value apprenticeships that will be mainly targeted at young people. Community Benefits are likely to ensure that apprenticeships go to as many residents from the local area as possible.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth		X		The designs for the Council owned building will, on the ground floor, have an accessible WC and shower room together with general WC's. On the 1 st floor, there will be an accessible WC and general WC's.
Marriage or Civil Partnership people who are married or in a civil partnership	X			Evidence at this stage of the process indicates that there will be no impact on individuals
Pregnancy and Maternity (Pregnancy is the condition of being	X			

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),				from these protected characteristics.
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)		X		The designs for the Council owned building show that the ground floor will include a welfare room measuring 10.6m ² with 4 walls.

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 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		Employment opportunities in the construction phases and beyond will provide higher value job opportunities in addition the Fair Work initiative will be promoted to companies letting the premises. This will ultimately raise the economic profile for this group of individuals.
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 (rural areas), where you work (accessibility of transport)		X	The Innovation Park is in a good location for public transport (rail and bus), which will allow for access to a wide range of people across the Scottish Borders who have previously been isolated from high value employment opportunities.
Socio-economic Background – social class i.e. parents' education, employment and income		X	Community benefits will be put in place to unlock opportunities within relatively deprived urban and rural communities. These will apply to contracts let by Scottish Borders Council, but discussions will also take place to encourage the private sector and Scottish Enterprise to use these incentives. As a participant in the City Region Deal Housing, Construction & Infrastructure (HCI) Skills Gateway, the Council will look to develop talent from all backgrounds.

4 Full Integrated Impact Assessment Required

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

Yes X No □

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 Kinross
Designation:	Economic Development Officer (Business)

Date:	31/01/2020
Counter Signature Service Director	Rob Dickson
Date:	31/01/2020

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Borderlands Inclusive Growth Deal.
What is it?	A new 10 year economic investment programme of great significance for policy, strategy, and practice.
<p>Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).</p>	<p>A Heads of Terms agreement for the Borderlands Inclusive Growth Deal was signed on 1 July 2019. This set out what was required to complete the final Deal between the Scottish and UK Governments, and the five Borderlands local authorities, i.e. Carlisle City Council, Cumbria County Council, Dumfries and Galloway Council, Northumberland County Council and Scottish Borders Council.</p> <p>The Heads of Terms focused on four strategic economic investment themes beneath which sits the projects that make up the Deal:</p> <ul style="list-style-type: none"> • Improving places; • Enabling infrastructure; • Encouraging green growth; and • Supporting business, innovation and skills. <p>The Deal will be funded by £265 million from UK Government, £85 million from the Scottish Government, and £103 million from local partners. Projects in the Scottish Borders will be funded by</p>

	<p>£65 million from Government and a further £28 million from other partners including the Council.</p> <p>The projects in the Deal have submitted strategic and outline business cases and propositions for projects and programmes depending on the stage of each project's development. The projects that are specifically relevant to the Scottish Borders are:</p> <ul style="list-style-type: none"> • A Place Programme of investment to stimulate the repurposing and reinvention of towns and town centres. • A Mountain Biking Project incorporating an innovation centre and an adventure bike park at Innerleithen. • Improving business infrastructure in Coldstream and Hawick. • Destination Tweed, which will create a complete and accessible walking and cycling route stretching from Moffat to Berwick-upon-Tweed. • Maximising the 7Stanes mountain biking network. • Digital Borderlands, which will invest in cutting edge digital and mobile infrastructure. • A Borders Railway Feasibility Study, which will assess the feasibility of extending the railway from Tweedbank to Carlisle. • An Energy Investment Programme, which will deliver inclusive, economic, sustainable, clean growth. • Natural Capital with the aim of developing a Natural Capital Innovation Zone across the Borderlands
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	<p>area (this also includes revenue funding).</p> <ul style="list-style-type: none"> • A South of Scotland Learning Network that will focus on demand-led skills and innovation in opportunity sectors including clean growth, advanced manufacturing, natural capital, and the visitor economy. <p>Further stages in the business case process up to, and including, full business case stage, need to be completed for each project before any grant money can be drawn down.</p> <p>As individual projects enter their full business case stage, an IIA for each project will be completed.</p>
<p>Service Area: Department:</p>	<p>Chief Executive's. Economic Development.</p>
<p>Lead Officer: (Name and job title)</p>	<p>Douglas Scott. Senior Policy Adviser</p>
<p>Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Scottish Borders Council: Rob Dickson, Corporate Transformation and Services Director. There are a range of other officers involved in the Deal across the Council.</p> <p>.</p> <p>The key external organisations the Council is working with are the other Borderlands Inclusive Growth Deal local authorities. These are:</p> <ul style="list-style-type: none"> - Carlisle City Council. - Cumbria County Council. - Dumfries and Galloway Council. - Northumberland Council.
<p>Date(s) IIA completed:</p>	<p>25.02.21.</p>

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

Yes *(please delete as applicable)*

If yes, - please state here:

Yes – the programme comprises a number of projects which link together and there could be positive cumulative impacts to improve economic and social inclusion.

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>	
Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The Borderlands Inclusive Growth Deal has at its heart the need to promote economic opportunities to the population of the Borderlands area and the Scottish Borders and to promote economic inclusion. It will help the Council in promoting equality of opportunity.
Foster good relations? <i>(Will your proposal help or hinder the council's relationships with those who have equality characteristics?)</i>	The Deal will help the Council's relationships with those who have equality characteristics because of the programme's emphasis in tackling economic exclusion.

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 – Gender Identity women and men (girls and boys) and those who self-identify their gender	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 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		A key objective of the programme is tackling economic exclusion
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		A key objective of the programme is tackling economic exclusion
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X		A key objective of the programme is tackling economic exclusion
Socio-economic Background – social class i.e. parents'		X		A key objective of the programme is tackling economic exclusion

education, employment and income				
Looked after and accommodated children and young people		x		A key objective of the programme is tackling economic exclusion
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 full impact assessment will be required on the projects and programmes that make up the Deal. Equalities and Diversity will also form a key part of the Benefits realisation for the overall Deal.

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Signed by Lead Officer:	Douglas Scott
Designation:	Senior Policy Adviser
Date:	250221
Counter Signature Service Director	Rob Dickson
Date:	25/02/2021

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Capital Investment Proposal – Learning Estate –Peebles High School
What is it?	A new Policy/Strategy/Practice X
Description of the proposal: Projected costs of preliminary Capital works. (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).)	Proposed replacement of Peebles High School
Service Area: Department:	Children and Young People's Services Education
Lead Officer:	Steven Renwick Capital Manager
Other Officers/Partners involved: (List names, job titles and organisations)	John Curry Service Director
Date(s) IIA completed:	February 2020

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>	
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 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 – Gender Identity women and men (girls and boys) and those who self-identify their gender		X		Design of specific areas such as changing facilities will take account of all users.
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			
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			

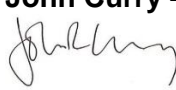
4 Full Integrated Impact Assessment Required

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.

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Signed by Lead Officer:	Lesley Munro
Designation:	Service Director YPIE
Date:	28.1.21
Counter Signature Service Director	John Curry – Service Director Assets & Infrastructure 
Date:	29-1-21

