

# Equality Impact Assessment on the savings identified within the Revenue Budget 2017/18\*

## Education and Children's Services

### Make more effective use of Premises/Service Redesign

- No Negative Impacts have been identified.
- Due to changes in school roll and how services are delivered, some accommodation is no longer required. Initial focus will be to remove temporary accommodation which is no longer required which will result in savings in rates and from other property costs.

### Catering Review

- No Negative Impacts have been identified.
- Provision of comprehensive school meals service to primary, secondary & special schools, including the provision of free school meals in all schools & universal free school meals to P1-P3.
- The activity provides budget proposals with regard to the provision of catering services to Aberdeenshire's primary, secondary and special schools, highlighting increased meal uptakes and service improvement.

### Early Learning & Childcare Strategy Review

- Negative impacts have been identified.
- It is proposed to raise charges for Out Of School Care clubs to fully recover costs, and/or supporting the transfer of management to voluntary groups, and more widely by the market. A different approach will be taken in areas of multiple deprivation where the changes could allow a growth in targeted support for families. More widely, the service will rationalise the support to the childcare sector, established over a decade ago, procuring services which more clearly align to the needs of communities.
- Changes which are identified in having a negative impact on individual families can be phased over a term or several terms to give families time to make adjustments. Staff changes will be subject to fair employment practices. Any changes will be dealt with within Council policies. As various models of provision are likely to emerge impact assessments will be undertaken in relation to each proposed model

### Culture Sport & CLD – Review of delivery (Arm's Length Organisation)

- No negative impacts have been identified
- The Council provides its Culture and Sport services within a highly competitive marketplace for leisure time and spend. Thirty out of thirty-two local authorities in Scotland deliver their sports, and or culture offer through an Arm's Length External Organisation (ALEO), or similar.
- By establishing a different vehicle, such as a single member charitable trust, through which to deliver Culture and Sport services. This would allow the Council to access significant financial

betterment as well as operational improvements – the financial benefit coming from Non-Domestic Rates Relief and VAT savings, without any reduction in staff or service delivery

- The proposed change in delivery model for these services is assessed as having a neutral impact in respect of equalities.

### Management of Library Service

- Negative Impacts have been identified.
- The service continues to meet the needs of the community by providing secure access from locations that suit the community.
- Service provision will be focussed on providing a range of services which can be targeted most effectively to have maximum impact on promoting literacy and supporting community information sharing. Any proposals developed will require individual assessment and mitigation of any negative impacts will be identified.

### Review access & pricing of Sports & Physical Activity

- Negative impacts have been identified.
- It is proposed to revise the charging & management structure over several years, and to review the opening hours and potential rationalisation of facilities. This work will provide a charging structure with suite of options related to the service accessed – including facilities available, peak-times, holiday access.

### Review of Targeted Services to Children

- No negative impacts have been identified.
- To provide relationship based assessment and support services for vulnerable children and their families, these are entirely coterminous with the Getting It Right For Every Child agenda which is concerned with every child irrespective of the presence or absence of protected characteristics
- The performance of, and any risks surrounding, the safe delivery of children's services are monitored on an ongoing basis through 1:1; team and are addressed more systemically on a on a 6 weekly basis through the Child Care Continuous Improvement Group.

### Focus on third party contracts delivering Council priorities

- No Negative impacts have been identified.
- This initiative is at a relatively new stage of development and thus far does not include any specific proposals to achieve efficiencies/ re provision in a modern manner. If and when proposals emerge these will be carefully managed to avoid any risk to Council reputation or to the experience of the children and families concerned, including those with protected characteristics.

### Re-align Posts to available Funding

- No negative impacts have been identified.
- This can be described as a technical adjustment to reflect the fact the service is already investing in areas for which Government Grant is now available and to ensure CLD activities are charged to the CLD budget.

## Re-align Posts to Community Learning and Development Budget

- Negative impacts have been identified.
- The changes in provision will be focussed on providing a range of services which can be targeted most effectively to have maximum impact on promoting literacy and supporting community information sharing. Specific proposals will be developed as part of the review which require individual EIAs.

## Maintain Service Provision - ALEC

- No negative impacts have been identified.
- Aberdeenshire Life Education Centres (ALEC), in partnership with Aberdeenshire Council provide support to all schools in relation to the Curriculum for Excellence health and wellbeing curriculum with a particular focus on substance misuse education. ALEC delivers well and wellbeing sessions in all primary schools. Each class in primary receive an annual visit from one of three ALEC mobile classrooms, led by an ALEC educators. In addition, pupils in S1 and 2 receive sessions.
- The delivery of Curriculum for Excellence health and wellbeing is the responsibility of schools and individual teachers. ALEC sessions complement and extend experiences for children and young people.

## Review of Posts across Education & Children's Services

- No negative impacts have been identified.
- This would reduce the number of 'central' posts, both teaching and LG as vacancies arise. Recruitment will be deferred or posts will not be filled to meet budget savings. This will be considered on a post-by-post basis to minimise impact on service delivery, and will be considered in context of local and national policies/priorities.
- Reduction in number of staff will be managed to ensure priorities are maintained. There may be some relatively low tasks which are delayed, but this will not impact on equality.

## Income Generation – Lets

- No Negative Impacts have been identified.
- Provides opportunities for physical activities, group activities, learning opportunities and social interaction at affordable prices.
- School Lets are available to a whole range of different Community Groups and Clubs at affordable rates supporting the well-being of protected groups through opportunities for physical activity, learning, social activities, and social engagement.

# Infrastructure Services

## Planning and Building Standards

- Negative Impacts have been identified.
- The proposed Budget savings put forward solely relate to reduction in staffing in all areas of Planning & Building Standards and no cuts to specific services being provided are being proposed. Negative impacts have been identified, largely on gender protected characteristics and to a greater degree on females. Although reduction in staff may impact on service provision in terms of delivery and performance, the relevant work will still be done, although delivery may differ in terms of timescales if less staff are carrying out the same work.
- Adherence to HR policies and consideration be given to upskilling/redeployment for relevant staff.
- Negative impact has been identified, despite this the service delivered is statutory and thus notwithstanding budget savings the statutory service will continue to be delivered.

## Environmental Health and Trading Standards

- Negative Impacts have been identified.
- Admin/clerical functions have been reviewed and it is considered that there will be no impact on service delivery or duties of remaining staff. The review took account of the anticipated reduction in clerical/admin work arising from the transfer from Flare to UNIFORM as the Service's main data management programme.
- The proposed savings involve loss/part loss of admin/clerical posts which are currently vacant.

## Waste Management

- Negative impacts have been identified.
- The closure of small HWRC sites and the removal of seasonal garden waste collection services may have a detrimental impact on some protected characteristics. This is related to the increased travel distances that will be required to access alternative sites.
- Redesign of collection services to improve efficiency, will have an impact on the frontline workforce. As the workforce is predominately male this will have a disproportionate impact based on Gender.
- Redesign of HWRC provision will be based on nationally agreed standard in terms of travel distances. Customers will be advised of alternative facilities which will offer increased opportunities for recycling. Those customers who are unable to transport items themselves can book a chargeable bulky collection, subsidised home composting bins are available through Wasteline and extra recycling bins can be provided so that waste materials can be collected at homes.
- Publicity and information will be provided to people using HWRCs, seasonal garden waste points and bring points so that people are aware of any changes well in advance and able to plan alternative arrangements
- Due to the nature of the service the changes will have a minimal impact on any one individual, or protected group. However, the focus on larger HWRC sites will increase recycling and reuse rates which provide a wider benefit overall.

## Economic Development Service

- No negative impacts have been identified.
- Economic Development have proposed a mixture of “top slicing” budgets and not replacing staff when posts become vacant.
- Future projects may be run on a smaller scale and some activities dropped but no major programmes are predicted to be cut for 2017-18. This is coupled with additional resources being invested by the private sector through Opportunities North East (ONE) and also investment through the City Region Deal.

## Road Network Management and Maintenance

- No negative implications have been identified.
- The proposals look to establish a different technique for delivery of maintenance of the road surface. This is a less invasive technique, albeit that the repairs are of a less structural nature, and therefore quicker and less costly. This will not have a disproportionate impact on any particular user group with protected characteristics. The proposals also included minor changes to the manner in which technical work is designed and delivered. This will not have a disproportionate Impact on any particular group with protected characteristics.

## Transport Strategy, Planning and Management

- Negative implications have been identified.
- The aim is to achieve a saving within three areas whilst minimising the impact on service users including those within the protected groups. It is proposed to reduce spend in:
- Road Safety: to significantly change the way the road safety function is delivered with a greater emphasis on collaboration through the Community Planning Partnership and Community Safety Partnership.
- Strategy Initiatives: reduction in Active Travel.
- Planning Applications and Development: review the process for dealing with planning applications and developments with a view to reducing the workload within the Transportation section. A central core team could be used within the Council.
- Protected characteristics groups particularly young and old and women will be negatively affected by any reduction in walking and cycling activities and road safety programmes
- In mitigation and in relation to road safety and Active travel -new processes and procedures will be agreed to enable wider collaboration across agencies and authorities to maximise the benefit of available funds.

## Support to Passenger Transport

- Negative Impacts have been identified.
- Whilst the proposals to reduce spend on bus stop/shelter cleaning and maintenance will have negative impacts on protected groups it is considered that these will be less than the impact of

changes in other Transportation service delivery areas. If necessary and operationally achievable, processes and procedures will be put in place to identify locations likely to be used by people with protected characteristics.

- The 2016 results of the Annual Bus Passenger Satisfaction Survey indicated high levels of satisfaction: 95% were satisfied with the cleaning of bus shelters and 83% were satisfied with the condition of bus shelters. The results will be monitored in future to try to assess any impact.
- Changes in the local bus services budget are likely to impact customers from one or more protected groups. Local circumstances and the likely impact on passengers will be taken into account when making a decision on local bus services.
- Changes in the concessionary travel budget cannot be made without affecting service users. All Taxi Card holders are in one or more protected groups, steps will be put in place, which should alleviate immediate difficulties for some people and which will seek to identify difficulties experienced by other people so that appropriate solutions can, where possible, be sought.

### Landscape Services

- No negative impacts have been identified.
- The changes proposed impact on the design of some urban grassed areas, with a change to natural meadows and urban trees. In addition general maintenance will be more focused on areas of higher footfall. These changes will not have a differential impact.
- The withdrawal from fishing beats will not have a differential impact and every effort will be made to pass the beats on to other operators.
- The potential to bring the Garden Assistance scheme back to in house provision is a technical matter and will see no change to the service provided.

### Housing

- No negative Impacts have been identified.
- Out of area clients are service users with high support needs who have been housed in Aberdeenshire by another authority. The funding responsibility lies with these authorities, however historically some of the housing support costs have been paid by Aberdeenshire Council housing team. This is now being reviewed to ensure the best use of the homeless budget to maintain services with as little impact as possible whilst meeting the requirements of the service to review general fund budgets. The intention will be to cap the amount of housing support being offered in line with all other clients and pass on the remaining funding responsibility to the placing authority.
- A review of each out of area case is taking place to ensure the tenant and placing authority are aware of the decision to lower support to match in area clients. This will enable the placing authority to ensure that suitable support is provided for their client.

# Business Services

## Councillors

- No negative Impacts have been identified.
- This looks at the approach to Members support of delivery within the Council. This exercise will be managed to ensure that the Members still receive the support they require to represent the residents of Aberdeenshire.
- Equality considerations are considered as part of the development of the plan.

## Business Services Directorate

- No negative impacts have been identified.
- Business Services Directorate will review staffing to reflect the changing shape of the organisation
- The Business Services Support function will continue to support the other Council services to provide frontline service delivery that continues to create opportunities for advancing equality of opportunity.

## Finance

- Negative impacts have been identified for External Service Delivery.
- Transforming External Service Delivery - The proposal is to re-focus the work of the Home Visiting team into a co-ordinated and corporate approach across a number of services within the Council. The saving arising from the Benefits Home Visiting saving could be seen as removing a service from vulnerable and housebound households in rural communities. However, visits can be carried out by officers within other Services provided training is given to those staff involved and other forms of contact with the client group can be introduced and expanded. The Service can still be provided to the client group but the delivery will be refocused.
- Streamlining Internal Service Delivery - Finance will review the service it provides and the associated staffing levels to reflect the changing shape of the organisation. A review of all 'held open' vacant posts will be undertaken, where possible any reduction in headcount will be managed to ensure that there is no impact on the ability of the other Council Services to deliver front line services.

## Internal Audit

- No negative impacts have been identified.
- This will be achieved by utilising vacancy management, which will have no negative impact on any particular protected groups, as the saving will be achieved as and when vacancies arise due to staff turnover.

## Human Resources & Organisational Development

- There may be negative impacts but these have yet to be identified.
- The aim of this activity through the ERM Project is to transform how the service is delivered by HR&OD to ensure better outcomes, improve efficiency and generate savings. There may be an impact on several protected characteristics in relation to the reduction of posts. Mitigating steps have been taken over a number of years to reduce the impact caused by the potential reduction of posts. Vacancies are monitored and where appropriate employment has been on a fixed term basis only. The relevant HR policies will also be followed e.g. redeployment procedure. An impact assessment will be undertaken on any proposed post deletions or amendments that may arise as part of this transformation project.

## Information and Communications Technology

- No Negative impacts have been identified.
- The budget savings proposals will have various impacts for Aberdeenshire staff, including reductions in ICT posts. The potential impact for all protected groups (staff and service users) will be further assessed as the proposals are further developed.
- The template includes the removal of the Archivist service from the ICT budget. There is no change in the delivery of the Archivist Service but full budget responsibility will move to Education & Children's Services during 2017/18.

## Legal and Governance

- Negative Impacts have been identified.
- Anyone using the Registration service may be affected, In particular the elderly, disabled, and those with particular religious requirements who need to register deaths; and those registering births, marriages or civil partnerships. The overall reduction of team capacity will likely see a consequent reduction of daily appointment availability in offices throughout Aberdeenshire, this is unlikely to be significant in scale, however any reduction of appointment availability may result in longer waiting times for service users, or the need to travel longer distances to an alternative office.
- In mitigation, we will ensure that the requirement to make advance appointments for all services continues to be clearly advertised in each section of our website. In liaison with NHS, we will seek to update information provided to new mothers to include the process for registering a birth in Aberdeenshire.
- We will continue to promote our wedding/civil partnership services at wedding fayres and online, advising of the requirement to make advance appointments to use registration services.
- We will seek to make contact with local maternity and NCT classes, arranging for information to be provided to expectant mothers regarding the birth registration process.



## Communication, Customer Service and Improvement

- No negative impacts have been identified.
- Review of the Graphic Design and Policy team and also the Performance and Improvement teams.
- Any staff affected by these proposals will be supported through the council's policies. This is an efficiency programme that provides an enhanced level of service at reduced costs with no identified impacts on any of the groups with protected characteristics.

## Procurement

- No negative impacts have been identified.
- Contractual rates will reduce whilst retaining specification of goods/service. The quality of the goods/services received by the end users will not reduce. The Council will be consolidating its buying power and through economy of scale will be able to negotiate better pricing.
- We are actively working with our supply chains, particularly at a local level to try and grow and develop them. This exercise will not have a detrimental impact on them.

## Property and Facilities Management

- Negative impacts have been identified.
- The Service is part way through innovating its approach to building cleaning through the use of mechanisation and agreed work re-measurement and quality expectations. There will be minimal to very limited impact, if any, on any category of service or user with protected status from this activity. The impact of proposals on staff will be further limited by the desire to offer appropriate equivalent valued work within the Service. The Service expects from the sufficiently high turnover of staff in the Cleaning Service to allow appropriate offers to be made to staff directly affected.
- Younger / Older / Disability - In the event of quality standards being agreed to be reduced there may be a very limited impact on the overall cleanliness of facilities, particularly in schools. This will not impact on health & safety standards since the quality level will continue to exceed the minimum requirement. The negative impacts identified are slight and remain notional at this time. In the event of the quality standard of building cleaning being reduced the implications will be fully identified, discussed directly with those affected and agreed.
- A number of budget related proposals have been made involving the use of assets including a Headquarters relocation and it is recognised that this can have an impact on the quality of service delivery.

## Public Conveniences

- Negative Impacts have been identified.
- The proposal will reduce the opportunity of the public to access toilet facilities.
- To change from full time to part time attendants, with the closure of a number of underused and poor condition conveniences.
- Previous reductions in a small number of sites has resulted in an opportunity for anti-social behaviour to increase, this may lead to pressure to reintroduce attendants.
- Communication plan will ensure reasonable opportunity to make comments and if a community run or comfort partnership can be put in place the impact can be mitigated.

## Area Managers

- Impacts are not known at this stage.
- To make savings to the Area and Area Committee budget through vacancy management and efficiency.
- Area Budget creates some opportunities to advance equality of opportunity. However, as the funds are allocated by Area Committee in response to applications from community groups and others, it is not possible to be specific about any impact, positive or negative. These will be identified through an EIA with the committee report into to any application made. It is highly likely that as a result of allocations of Area Budget funding there will be either no impact, or a positive impact, on those with protected characteristics.

## Cross Cutting

### Property Assets and Facilities management

- Details as above

### Supplies and Services

- No negative impacts have been identified.
- To make procurement savings through joint working and other collaborative activity, contractual rates will reduce whilst retaining specification of goods/service.
- The quality of the goods/services received by the end users will not be adversely affected, the Council will be consolidating its buying power and through economy of scale will be able to negotiate better pricing.
- Arrangements will be established to determine impacts and if required mitigating steps will be undertaken.

### Better use of Systems and Technology

- No Negative impacts have been identified.
- To identify where the Council can use some of its existing and planned technology changes to improve efficiency and reduce costs. Savings have been identified in five key areas:
- The use of Skype for Business technology allowing the removal of traditional telephone systems and phone lines.
- The replacement of blackberry devices with smartphones and overall fewer council-owned mobile devices.
- Consolidation of business systems and renegotiation of existing contracts with suppliers through the business system review process.
- Reviewing spend and use of technology and staff based in the Services out-with central ICT.

- Any staff implications as an outcome of the corporate Information, Data and Technology Review are still to be identified. The review is expected to conclude in April 2017, and detailed proposals will be available for assessment at that time.
- Various impacts are identified including possible changes to posts, and improving communications and collaborative working, however no specific negative or positive impacts for individual staff members with protected characteristics have been identified at this stage. An EIA will be completed for any proposed reshaping of roles and responsibilities across services following the corporate review of Information, Data and Technology.

### Continuous Professional Development/Learning and Development

- Negative impacts have been identified.
- The principle aims of this activity are to move services away from adopting a default position that CPD involves attendance at events, i.e. face-to-face delivery and to encourage the use of alternative methods such as webinars, online / blended learning) where they are equally, or more effective.
- Although not affecting people with protected characteristics in particular, the introduction of alternative methods of delivery which has already taken place has enabled more learning material to be produced and accessed than would have been the case had face-to-face delivery been used exclusively.
- The use of approaches which have an online component is part of the more widespread move to online services for our employees and the corporate Digital Strategy recognises that actions need, and will, be taken, to mitigate any negative impacts which that move might have.
- For those impacts relating to disabilities, whilst online learning material is already widespread, the negative impact given above has already been encountered. This has been in the form of contact from people with disabilities. Reasonable adjustments which are now in place will continue to be applied i.e. providing written scripts of video material.
- In mitigating age related impacts plans are underway to develop the ICT skills of all our employees in line with the council's Digital Strategy. Group / 1:1 support is already available for those who request it and discussions will take place with ICT on helping services conduct TNAs for the digital skills needed by their employees.

### Treasury Management

- No negative impacts have been identified.
- As a result of uncertainty in the financial markets in mid-2016 opportunities arose for early borrowing of 2016/17 funds. Borrowing was able to be taken at rates below budget, therefore generating a full year saving.
- The Treasury function will continue to support the Council services to provide capital funding that continues to create opportunities for advancing equality of opportunity.

## Additional Savings following Settlement

### Procurement of goods and services

- The impact to protected characteristics is unknown at this stage.
- To undertake a review of existing procured goods and services to determine where a savings can be achieved to offset any budget shortfall when the overall budget settlement is known.
- Arrangements will be established to determine the overall impact and where possible mitigating steps taken forward.

### Capital Plan – realignment of projects to later years

- No negative impacts have been identified.
- The purpose of the Capital Plan is to set out the strategic direction for the Council and there will be no differential impact from the Plan on people with protected characteristics.
- In January 2015 the Policy and Resources Committee of the Council approved a revised Asset Management Plan for the Council.
- The updated plan considers the Council assets including operational property assets and road network infrastructure assets, IT, fleet, housing and parks and open spaces.
- Supporting the delivery of the Asset Management Plan is the Council's Capital Plan. This sets out the Capital Investment Strategy for the Council.
- Given the current financial position there is a need to ensure that expenditure in the Capital Plan is commensurate with available budget.
- In addition, it is essential that any expenditure in the Capital Plan provides for projects that meet business objectives and are linked to the strategic objectives of the Council, providing value for money and that are sustainable in the long term. The projects presented in the Capital Plan have been assessed by Services as being the priorities for funding.
- Projects in the Capital Plan will create opportunities for advancing equality of opportunity as they will provide DDA accessible facilities such as libraries and leisure facilities, they will provide DDA accessible schools allowing more disabled children to move into mainstream education.
- In addition Council buildings are being adapted to suit the needs of those with hearing difficulties allowing partially deaf to attend meetings etc.

### Increase Council Tax by 2.5%

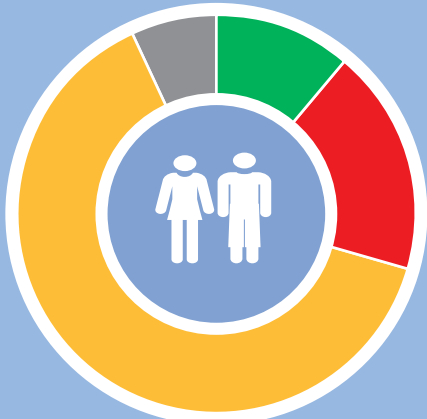
- No negative impacts have been identified.
- Implement a Band D Council Tax increase of 2.5%.
- This increase will be applied to all bands of council tax (i.e. all properties through from Bands A – H) this will impact on all residents within Aberdeenshire who are eligible to pay Council Tax. This proposal is linked to one aspect of local government funding where the Council has some discretion to raise additional funds by increases to Council Tax up to a maximum of 3%.
- In terms of impact, as the Council Tax is applicable to all properties it is not considered that the increase targets any one particular group, rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular group. However there is a Council Tax Reduction scheme available for those individuals on low income or claim benefits within each of the groups resulting in a reduction of the Council Tax payable.

- There is a means testing reduction scheme, which is administered by the Council.
- Additional staff have been employed to deal with increased enquiries, and processing of applications. The reduction scheme will be publicised.
- The purpose of the Capital Plan is to set out the strategic direction for the Council and there will be no differential impact from the Plan on people with protected characteristics.

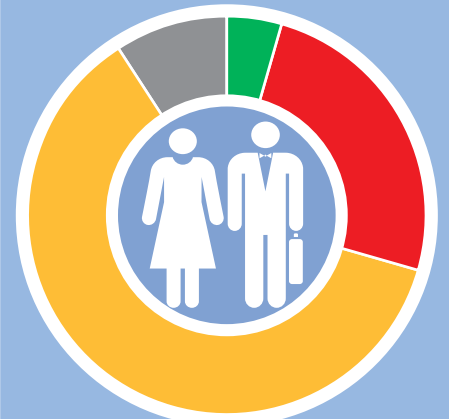
**NB \*** An Equality Impact Assessment was previously undertaken on the Council's budget. Year on year the savings within the Revenue Budget are impact assessed.

# Revenue Budget: Impacts on Protected Characteristics

- Positive
- Negative
- Neutral
- Unknown



Age-Younger



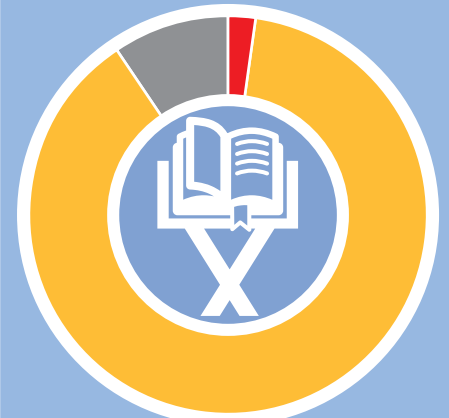
Age-Older



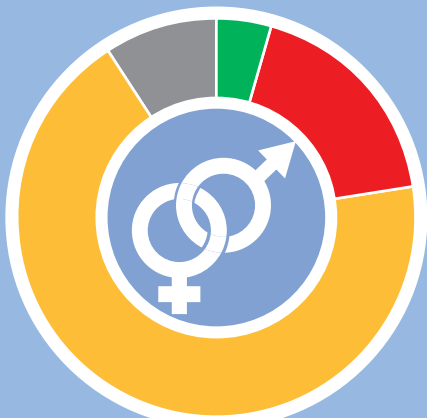
Disability



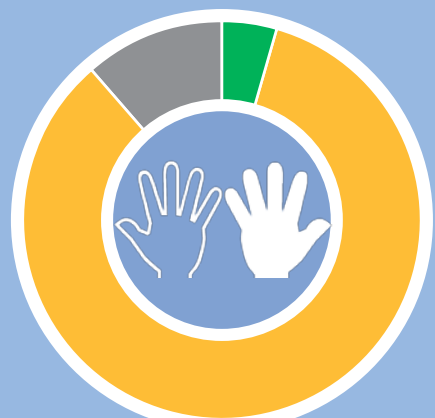
Whole Council



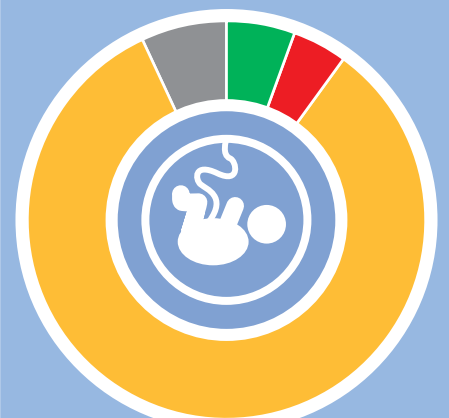
Religion/Belief



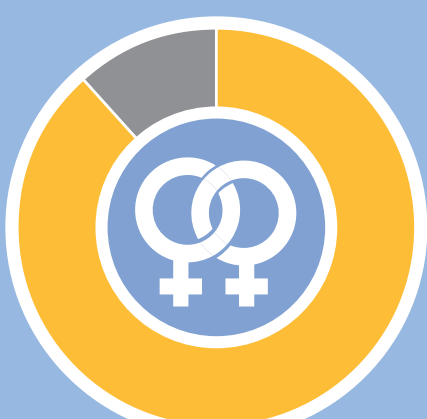
Gender



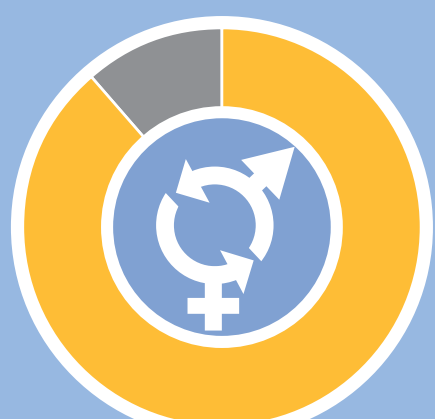
Race (incl Gypsy Travellers)



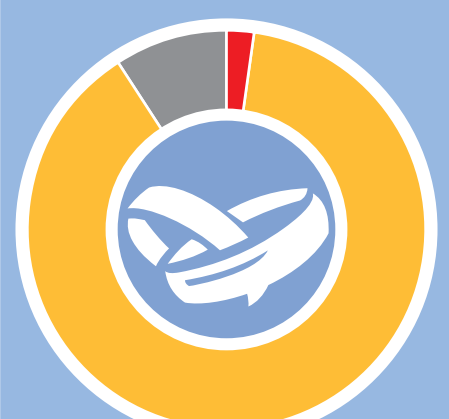
Pregnancy & Maternity



Sexual Orientation



Gender Re-assignment



Marriage and Civil Partnership

### Budget Overall

Positive	4.11%
Negative	9.13%
Neutral	77.40%
Unknown	9.36%
Total	100.00%

### Age-(Younger)

Positive	11.36%
Negative	18.18%
Neutral	63.64%
Unknown	6.82%
Total	100.00%

### Age-(Older)

Positive	4.55%
Negative	25.00%
Neutral	61.36%
Unknown	9.09%
Total	100.00%

### Disability

Positive	11.11%
Negative	20.00%
Neutral	60.00%
Unknown	8.89%
Total	100.00%

### Race

Positive	4.55%
Negative	0.00%
Neutral	84.09%
Unknown	11.36%
Total	100.00%

### Religion and Belief

Positive	0.00%
Negative	2.33%
Neutral	88.37%
Unknown	9.30%
Total	100.00%

### Gender

Positive	4.55%
Negative	18.18%
Neutral	68.18%
Unknown	9.09%
Total	100.00%

### Pregnancy and Maternity

Positive	4.65%
Negative	4.65%
Neutral	83.72%
Unknown	6.98%
Total	100.00%

### Sexual Orientation

Positive	0.00%
Negative	0.00%
Neutral	88.37%
Unknown	11.63%
Total	100.00%

### Gender Reassignment

Positive	0.00%
Negative	0.00%
Neutral	88.64%
Unknown	11.36%
Total	100.00%

### Marriage and Civil Partnership

Positive	0.00%
Negative	2.27%
Neutral	88.64%
Unknown	9.09%
Total	100.00%