

Aberdeenshire Council

Integrated Impact Assessment

LLA Staffing Efficiencies

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| Assessment ID | IIA-001935 |
| Lead Author | Allan Rae |
| Service Reviewers | Chris Murphy |
| Subject Matter Experts | Kakuen Mo, Caroline Hastings, Annette Johnston |
| Approved By | Avril Nicol |
| Approved On | Wednesday January 31, 2024 |
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1. Overview

This document has been generated from information entered into the Integrated Impact Assessment system.

This assessment considers the impact of a £300k reduction in LLA staffing budget for the year 2024/25.

During screening 1 of 10 questions indicated that detailed assessments were required, the screening questions and their answers are listed in the next section. This led to 1 out of 5 detailed impact assessments being completed. The assessments required are:

- Equalities and Fairer Scotland Duty

In total there are 0 positive impacts as part of this activity. There are 0 negative impacts, all impacts have been mitigated.

A detailed action plan with 4 points has been provided.

This assessment has been approved by avril.nicol@aberdeenshire.gov.uk.

The remainder of this document sets out the details of all completed impact assessments.

2. Screening

| | |
|---|-----|
| Could your activity / proposal / policy cause an impact in one (or more) of the identified town centres? | No |
| Would this activity / proposal / policy have consequences for the health and wellbeing of the population in the affected communities? | No |
| Does the activity / proposal / policy have the potential to affect greenhouse gas emissions (CO2e) in the Council or community and / or the procurement, use or disposal of physical resources? | No |
| Does the activity / proposal / policy have the potential to affect the resilience to extreme weather events and/or a changing climate of Aberdeenshire Council or community? | No |
| Does the activity / proposal / policy have the potential to affect the environment, wildlife or biodiversity? | No |
| Does the activity / proposal / policy have an impact on people and / or groups with protected characteristics? | No |
| Is this activity / proposal / policy of strategic importance for the council? | Yes |
| Does this activity / proposal / policy impact on inequality of outcome? | No |
| Does this activity / proposal / policy have an impact on children / young people's rights? | No |
| Does this activity / proposal / policy have an impact on children / young people's wellbeing? | No |

3. Impact Assessments

| | |
|-------------------------------------|--------------------------------|
| Children's Rights and Wellbeing | Not Required |
| Climate Change and Sustainability | Not Required |
| Equalities and Fairer Scotland Duty | No Negative Impacts Identified |
| Health Inequalities | Not Required |
| Town Centre's First | Not Required |

4. Equalities and Fairer Scotland Duty Impact Assessment

4.1. Protected Groups

| Indicator | Positive | Neutral | Negative | Unknown |
|-------------------------------|----------|---------|----------|---------|
| Age (Younger) | | Yes | | |
| Age (Older) | | Yes | | |
| Disability | | Yes | | |
| Race | | Yes | | |
| Religion or Belief | | Yes | | |
| Sex | | Yes | | |
| Pregnancy and Maternity | | Yes | | |
| Sexual Orientation | | Yes | | |
| Gender Reassignment | | Yes | | |
| Marriage or Civil Partnership | | Yes | | |

4.2. Socio-economic Groups

| Indicator | Positive | Neutral | Negative | Unknown |
|--------------------------|----------|---------|----------|---------|
| Low income | | Yes | | |
| Low wealth | | Yes | | |
| Material deprivation | | Yes | | |
| Area deprivation | | Yes | | |
| Socioeconomic background | | Yes | | |

4.3. Evidence

| Type | Source | It says? | It Means? |
|---------------|---------------------------------|---|---|
| Internal Data | Financial Performance Reporting | Currently LLA Sport and Leisure staffing budget for the year 2024/25 is £7,726,408. | A saving of £300k has been identified through a review of staffing requirements in line with industry standards for pool lifeguarding. The current budget will therefore reduce by £300k de facto for the year 2024/25 without significant disruption of service. |

| Type | Source | It says? | It Means? |
|-----------------------|--|---|---|
| External Consultation | HSG179 Health and Safety in Swimming Pools | This document sets out the conditions to which pool operators must consider in order to safely manage their swimming pools, and is the industry specific Approved Code of Practice. | <p>HSG179 offers guidance rather than prescriptive measures each pool operator should consider when staffing swimming pools. This covers general activity sessions, lifeguard skills and competencies, qualifications and draws from resources across various sectors of the industry as well as industry bodies.</p> <p>In short, this document allows each operator to continually review their own service standards in order to ensure efficient management practices without compromising bather safety.</p> <p>A review has been carried out on the pools within LLA and £300k of savings has been identified to be generated through redefining lifeguard:bather ratios by activity sessions as set out within the venue specific normal operating procedures. This would not fundamentally change our approach to risk management and venue risk assessments.</p> |

4.4. Engagement with affected groups

Service Level engagement with the LLA Leadership Team, as well as Team Managers and Venue & Asset Officers

4.5. Ensuring engagement with protected groups

n/a

4.6. Evidence of engagement

As this is a budget efficiency, the engagement has involved a review to the way we deliver programming, as opposed to making direct changes to programming. In that extent, the disruption to users of the service will be nil. For example, there is no proposal to withdraw any existing service as a result of this efficiency. The direct impact will be to staff in venues, and how they work work differently.

4.7. Overall Outcome

No Negative Impacts Identified.

There will be no changes to public facing element of this service, rather, this efficiency will be realised through smarter working within venues. In other words, the saving is not to be realised by withdrawing a service or reducing operating hours.

4.8. Improving Relations

Continual engagement with user groups through existing feedback routes, venue user group meetings, and ongoing staff involvement in the decision making processes.

4.9. Opportunities of Equality

The efficiencies will inevitably lead reducing the subsidy per head in venues, and enable locally designed programming within an agreed staffing budget. By updating how we supervise the pool, this has the potential to create opportunity for more programming which may previously have been perceived to be too staff reliant.

5. Action Plan

| Planned Action | Details | |
|---|--|---|
| Agree revisions to the service standard Normal Operating Procedures for SPA venues. | Lead Officer Repeating Activity Planned Start Planned Finish Expected Outcome Resource Implications | Allan Rae No Monday February 05, 2024 Friday February 16, 2024 An updated framework for venues to operate towards, which without fundamentally changing the duties and tasks of staff, aids venues to make informed decisions over the lifeguarding ratios required to deliver their programming. Officer time |
| Toolbox Talks with staff | Lead Officer Repeating Activity Planned Start Planned Finish Expected Outcome Resource Implications | Allan Rae No Monday February 12, 2024 Friday April 26, 2024 Constructive feedback from venue staff regarding the changes, alleviating any queries or concerns over potential changes the day to day shift operation. Officer time |
| Agree revised venue mapping and blue print rotas per venue | Lead Officer Repeating Activity Planned Start Planned Finish Expected Outcome Resource Implications | Allan Rae No Monday February 19, 2024 Friday March 01, 2024 All venues to have reviewed rotas in accordance to the new Normal Operating Procedure. Savings to be identified within the current establishment list, and all current vacancies reviewed to determine need. Officer time |

| Planned Action | Details | |
|--|------------------------------|---|
| <p>Identify any staff displacement which may be required as a result of being overstaffed once the new Normal Operating Procedure has been introduced. Map staff to existing vacancies, including upcoming opportunities within the service (e.g. Stonehaven LC, Stonehaven Open Air Lido), backfill new vacancies as opposed to new recruitment, and spring boarding into other Council Services.</p> | Lead Officer | Allan Rae |
| | Repeating Activity | No |
| | Planned Start | Monday February 12, 2024 |
| | Planned Finish | Thursday February 29, 2024 |
| | Expected Outcome | A clear route map for implementation, and realistic and sympathetic process for informing, listening to, and managing staff throughout the process of change. |
| | Resource Implications | Officer time |