

Integrated Impact Assessment (IIA)

Stage 1 Scoping and Assessing for Relevance

Section 1 Details of the Proposal

<p>A. Title of Proposal:</p>	<p>SBC / Live Borders Transformational Change Programme</p>
<p>B. What is it?</p>	<p>A new Policy/Strategy/Practice/Project <input type="checkbox"/> A revised Policy/Strategy/Practice X</p>
<p>C. 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 joint Council/Live Borders Transformational Change Programme was approved at November Council to strengthen and improve partnership arrangements and ensure that, through engagement with communities and service users, services are re-established on a sustainable footing and aligned with the needs of customers and communities, subject to financial constraints.</p> <p>The transformational change programme recognises that the current Service Provision Agreement (2016) needs renewal, and that the operational arrangements and social and economic landscape has changed significantly over the last few years – particularly in</p>

	<p>terms of the pandemic, cost of living crisis, striving for net zero and surging fuel costs.</p> <p>Programme outcomes:</p> <p>The Transformational Change Programme is made up of thirty-four individual projects scheduled to complete over an anticipated 12-month period (as detailed in Appendix 2 and Appendix 3). Each project is unique in its deliverables, and as such separate IIAs will be developed for each project. This overarching IIA will continue to be updated throughout the lifetime of this transformational change programme.</p>
<p>D. Service Area: Department:</p>	<p>SBC Resilient Communities/Live Borders</p>
<p>E. Lead Officer: (Name and job title)</p>	<p>Jenni Craig, Director of Resilient Communities</p>
<p>F. Other Officers/Partners involved: (List names, job titles and organisations)</p>	<p>Executive Board</p> <p>Euan Jardine (Chair) - Leader Julie Pirone - Cllr Executive Member for Community & Culture Mark Rowley - Cllr Executive Member for Service Delivery & Transformation Elaine Thornton -Nicol – Cllr and Leader of the Opposition Alison Moore - Live Borders Board of Trustees Chair Bill White - Live Borders Finance Committee Chair Sarah Mathieson – Live Borders Board of Trustees</p>

David Robertson - SBC Chief Executive Officer
Jenni Craig - SBC Director – Resilient Communities
Suzanne Douglas - SBC Director – Finance and
Procurement
Jim Hutchison - Live Borders interim Chief Executive
Officer
Jill Franks – Live Borders interim Director of Planning &
Performance

Joint Officer Group

Jenni Craig (Chair) - SBC Director – Resilient
Communities
Suzanne Douglas - SBC Director – Finance and
Procurement
Nuala McKinlay – SBC Director – Legal and
Governance
Lesley Munro – Director – Education and Lifelong
Learning
Ray Cherry – SBC Chief Officer Estates
Iain Davidson – SBC Employee Relations Manager
Jim Hutchison - Live Borders interim Chief Executive
Officer
Jill Franks – Live Borders interim Director of Planning &
Performance
Avril Marriott - SBC Programme Manager
Graeme McMurdo - Live Borders Strategic Programme
Manager
Lynne Waters - SBC Programme Support
Adam Drummond - SBC Senior Communications &
Marketing Officer

	Rob Claridge - Live Borders Communications
G. Date(s) IIA completed:	Initiated 1 March 2024 First version: completed 19 March 2024 (to support the first progress update to March Council and will be kept under review throughout life of programme)

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

Yes
If yes, - please state here: Scottish Borders Council Plan

Section 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:
A. Elimination of discrimination (both direct & indirect), victimisation and harassment. <i>(Will the proposal discriminate? Or help eliminate discrimination?)</i>	The outcomes of this programme of work are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. Any proposals will take into account the requirement to eliminate discrimination and will be subject to an individual assessment.
B. Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The outcomes of this programme of work are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. Any proposals will take into account the requirement to eliminate discrimination and will be subject to an individual assessment.
C. Foster good relations? <i>(Will your proposal help to foster or encourage good relations between those who have different equality characteristics?)</i>	The outcomes of this programme of work are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. Any proposals will take into account the requirement to eliminate discrimination and will be subject to an individual assessment.

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>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Disability A physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities. This may be visible or invisible, progressive or recurring.</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>

<p>Gender Reassignment anybody who is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Marriage or Civil Partnership people who are married or in a civil partnership</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>

<p>Pregnancy and Maternity (refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Race: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.</p>
<p>Religion or Belief: different religious or philosophical beliefs, customs (including atheists)</p>		X	X	<p>This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the</p>

and those with no aligned belief) e.g. Christianity, Islam, Hindu, pacifism, vegetarianism, gender critical.				community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.
Sex women and men (girls and boys)		X	X	This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.
Sexual Orientation , e.g. Lesbian, Gay, Bisexual, Heterosexual		X	X	This programme of work is embedded in the foundations of SBC's Council Plan to follow a citizen-centric approach, placing the needs, aspirations and well-being of the community at the forefront of decision making and service delivery. The outcomes of this transformational change programme are designed to be inclusive and have a

				positive influence on all aspects of society regardless of any protected characteristics. This programme of work will support ongoing active engagement with citizens incorporating their input into policy making, service design and evaluation processes. Specific requirements of this characteristic will be addressed in detail through separate IIAs which will be developed for each of the individual projects within the programme.
<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 – The IIA will continue to be updated as the programme progresses with individual IIAs created for specific projects within the programme</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		X	X	Some of the projects within the transformational change programme may have implications for pricing/charging arrangements currently in place. Any effect on those

savings to deal with any unexpected spends and no provision for the future.				affected by Low and/or No Wealth will be taken into consideration. This links to project IG2 – Review of Pricing in Appendix 2 and Appendix 3 and will have a separate IIA created to support any proposed changes.
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			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport), see rural proofing guidance		X	X	One of the projects will look at the Live Borders estate and where services will be provided from. This may affect areas in different ways. A further options appraisal is also included in P7 within Appendix 2 and Appendix 3; where a separate IIA will be created to support any changes.
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	Some of the projects within the transformational change programme may have implications for pricing/charging arrangements currently in place. Inclusivity will be considered across the programme. Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Care experienced people	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Carers paid and unpaid including family members	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.

Homelessness	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Addictions and substance use	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.
Those involved within the criminal justice system	X			Individual projects within the programme will assess and report any anticipated impact on each characteristic within dedicated IIAs for each project where change is proposed.

3.4 Armed Forces Covenant Duty (*Education and Housing/ Homelessness proposals only*)

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to the three matters listed below in Education and Housing/ Homelessness matters.

This relates to current and former armed forces personnel (regular or reserve) and their families.

Is the Armed Forces Covenant Duty applicable?

No

If "Yes", please complete below

Covenant Duty	How this has been considered and any specific provision made:
<p>The unique obligations of, and sacrifices made by, the armed forces;</p> <p>The <u>MOD Statutory Guidance</u> gives the following examples:</p> <ul style="list-style-type: none"> • Danger • Geographical Mobility • Separation from Family • Service Law • Unfamiliarity with Civilian Life • Hours of Work • Stress 	
<p>The principle that it is desirable to remove disadvantages arising for Service people from membership, or former membership, of the armed forces;</p>	
<p>The principle that special provision for Service people may be justified by the effects on such people of membership, or former membership, of the armed forces.</p>	

Section 4 Full Integrated Impact Assessment Required

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

Yes (transformational change programme includes a suite of projects to implement change)

If yes, please proceed to Stage 2 and complete a full Integrated Impact Assessment

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

The Transformational Change Programme, approved at November Council, incorporates a suite of thirty-four independent projects that will be delivered by SBC, Live Borders or jointly to achieve the programme vision to create a financially sustainable high performing partnership providing excellent service.

The first update to Council is expected in March 2024, and all projects are currently progressing with nine scheduled to largely complete by end March 2024.

This IIA will continue to be updated throughout the life of the 12-month Joint Transformational Change Programme.

Separate Stage 1 and Stage 2 Integrated Impact Assessments will be initiated for each project within the programme where change is proposed.

Signed by Lead Officer:	Jenni Craig
Designation:	Director of Resilient Communities
Date:	20 March 2024
Counter Signature Director:	Jenni Craig – Director of Resilient Communities
Date:	20 March 2024