

Integrated Impact Assessment Screening

About proposal

What does this proposal relate to? Budget savings proposal

Proposal name: R&F/7: Review of operation and service management structures

High level summary of the proposal: Following on from the review of the senior leadership that delivers savings in excess of 20%, this proposal is to review operational and service management structures (excluding schools).

Who may be affected by the proposal? This proposal, alongside other related savings, is to reduce the number of operational and service management posts by 10% over the next 3 years. There are 385.6fte posts in-scope. 55% of the post holders in-scope are male; 45% female.

Start date of proposal: 01/04/2026

End date of proposal: 31/03/2028

Does this proposal result in a change or impact to one or more Council service? Yes

Which Council services will be impacted by this proposal? Corporate, People, Place

Does this relate to an existing proposal? Yes

Provide details of the existing proposal: This proposal would deliver savings following on from the review of the senior leadership structure, which delivers savings in excess of 20%.

Equalities, poverty, and human rights

Protected characteristics

Select what impact the proposal will have on the following protected characteristics:

Sex: Positive, Negative

Age: Positive, Negative

Disability: Positive, Negative

Religion or belief: Positive, Negative

Race: Positive, Negative

Sexual orientation: Positive, Negative

Gender reassignment: Positive, Negative

Pregnancy and maternity: Positive, Negative

Marriage and civil partnership: Positive, Negative

Protected characteristics impact details: Screenings for impacts will be repeated for 2026-2028 to ensure it reflects the workforce profile at the time. Potential impacts will be mitigated through vacancy management, and process redesign and improvements.

Poverty and socio-economic

What impact is the proposal likely to have on the following?

Prospects and opportunities: No impact

Places: No impact

Financial: No impact

Poverty and socio-economic impact details: Screenings for impacts will be repeated for 2026-2028 to ensure it reflects the workforce profile at the time. Potential impacts will be mitigated through vacancy management, and process redesign and improvements.

Human rights

Which of the below human rights will be affected by this proposal?No human rights will be affected

What impact do you consider this proposal to have on the human rights of people?No

impact

Human rights impact details: This proposal does not have an impact on Human Rights.

Equalities, poverty and human rights screening assessment

What impact do you think there will be to equalities, poverty and human rights? Positive and negative impact (potential or actual)

Is a Full Impact Assessment required? Yes

Children's rights and wellbeing

What likely impact will the proposal have on children and young people? There will be no impact on children, young people and their rights.

Which of the below children's rights will be affected by the proposal? No children's rights will be affected

Explain how the children's rights selected above will be affected:

Children's rights and wellbeing screening assessment

What impact do you think there will be to children's rights and wellbeing? No impact

Is a Full Impact Assessment required? No

Data protection

Will your proposal involve processing personal data? Yes

Is any of this data already processed by the Highland Council? Yes

What is the purpose of the personal data being processed? Potential impacts will be mitigated through vacancy management, and process redesign and improvements. This will involve reviewing staffing structures and job roles.

Is there an up-to-date privacy notice available on the Highland Council website? Yes

Data protection screening assessment

What change will there be to the way personal data is processed? No significant change to current processing

Is a Full Impact Assessment required? No

Island and mainland rural communities

Does your proposal impact island and mainland rural communities? No

Island and mainland rural communities screening assessment

What impact do you think there will be to island and mainland rural communities? No difference

Is a Full Impact Assessment required? No

Climate change

Does the proposal involve activities that could impact on greenhouse gas emissions (CO₂e)? Yes

Does the proposal have the potential to affect the environment, wildlife or biodiversity? Yes

Does the proposal have the potential to influence resilience to extreme weather or changing climate? No

Provide information regarding your selection above: Potential positive impacts through process redesign and improvements.

Climate change screening assessment

Have you identified potential impact for any of the areas above or marked any as not known? No

Is a Full Impact Assessment required? No

Integrated Impact Assessment

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Start date of proposal: 01/04/2026

End date of proposal: 31/03/2028

Does this proposal result in a change or impact to one or more Council service? Yes

Which Council services are impacted by this proposal? Corporate, People, Place

Does this relate to an existing proposal? Yes

Provide details of the existing proposal: This proposal would deliver savings following on from the review of the senior leadership structure, which delivers savings in excess of 20%.

Evidence and consultation

What sources have you used to gather information relating to this proposal? National or local data

Are there any gaps or missing information in the available sources selected above? Yes

Describe the data gaps that exist: Equalities monitoring data is being updated and will be used to support any future review. Workforce profile information will be refreshed and engagement will be undertaken with in-scope staff and trade unions.

Have any stakeholders been involved in the development of the proposal?No

Provide justification for stakeholders not being engaged: Should this proposal be agreed at the Council meeting on 6th March 2025 engagement will be undertaken with in-scope staff and trade unions, and the workforce profile will be updated.

In addition to involving stakeholders, have there been any other formal consultations?No

Will there need to be any further formal consultation undertaken prior to proposal implementation? No

Equalities, poverty and human rights

Protected characteristics

Bearing in mind the articles of the Human Rights Act, select what impact the proposal will have on the following protected characteristics:

Sex: Positive, Negative

Age: Positive, Negative

Disability: Positive, Negative

Religion or belief: Positive, Negative

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Sexual orientation: Positive, Negative

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Vulnerable groups

Select what impact the proposal will have on the following vulnerable groups:

Unemployed: No impact

Lone parent families: Positive, Negative

Young children: No impact

Older people: No impact

Homeless: No impact

Looked after children: No impact

Low-income households (in-work poverty): No impact

Vulnerable groups impact details: In-scope employees may be single parents.

Human rights

Select what impact the proposal will have on the below human rights:

Article 8: Respect for private and family life, home, and correspondence: No impact

Article 9: Freedom of thought, belief and religion: No impact

Article 10: Freedom of expression: No impact

Article 11: Freedom of assembly and association: No impact

Article 12: Right to marry and start a family: No impact

Article 14: Protection from discrimination: No impact

Article 1, Protocol 1: Right to peaceful enjoyment of property: No impact

Article 2, Protocol 1: Right to education: No impact

Article 3, Protocol 1: Right to participate in free elections: No impact

Human rights impact details: This proposal does not impact on these human rights.
