

# Aberdeenshire Council

## Integrated Impact Assessment

### Budget Pressure 24/25 - Waste Collection (Staffing - Agency/Pay Award/Voluntary Severance; Inflation)

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Approved On	Tuesday January 30, 2024
Publication Date	Thursday February 01, 2024

# 1. Overview

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

Assessment of budget pressure - staffing impact. Previously, the majority of the agency budget was given up as a saving however this saving has only been partially achieved. There is a continued requirement for agency staff in backfilling sickness and holiday cover to ensure that recycling and waste collections are maintained. Based on 22/23 £330k was required for agency cover compared to a budget of approx. £60K.

With 280 staff within Waste Collections, there is a large number of absences that require to be covered. Being a front line essential service, any sickness and holiday absence requires to be covered and this is done by agency cover. Unfortunately the nature of the job, being out in all weathers, walking large distances each day does incur a higher amount of sickness leave. For example in Inverurie depot alone, there are 4 drivers on long term sick. If we do not cover those posts with agency staff then that whole vehicle is unable to carry out any collections as can't do anything without a driver. That is 4 collection routes each day that would not be covered. To not cover the absences will result in large amounts of collections being missed due to there not being enough staff to service all the collection routes each day. With collections being missed, there is the potential for loss of recycling with householders potentially contaminating recycling bins with waste as bins are full or using waste bin for recycling if recycling bins are full. There is also a reputation risk for the Council if continual missed collections due to staff being off ill / on leave with no cover. This would have a serious impact on the Council reputation.

There is also a pressure on waste collections budget in relation to the pay award for 24/25, which has yet to be determined, any impact from voluntary severance, and inflation increases. By having to absorb any pay award increase, voluntary severance and also inflation within the existing waste collections will mean a reduction in staff in reality to meet these costs within the existing waste collections budget.

During screening 5 of 10 questions indicated that detailed assessments were required, the screening questions and their answers are listed in the next section. This led to 3 out of 5 detailed impact assessments being completed. The assessments required are:

- Equalities and Fairer Scotland Duty
- Sustainability and Climate Change
- Town Centres First

In total there are 0 positive impacts as part of this activity. There are 14 negative impacts, of these negative impacts, 0 have been mitigated and 13 cannot be mitigated satisfactorily.

A detailed action plan with 1 points has been provided.

This assessment has been approved by [ewan.wallace@aberdeenshire.gov.uk](mailto:ewan.wallace@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?	Yes
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?	Yes
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?	Yes
Does the activity / proposal / policy have an impact on people and / or groups with protected characteristics?	Yes
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	No Negative Impacts Can Be Mitigated
Equalities and Fairer Scotland Duty	No Negative Impacts Can Be Mitigated
Health Inequalities	Not Required
Town Centre's First	No Negative Impacts Can Be Mitigated

## 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. Negative Impacts and Mitigations

Impact Area	Details and Mitigation

Impact Area	Details and Mitigation
Age (Older)	<p>Lack of adequate agency budget to cover sickness/leave could result in collections being missed and therefore create a build up of waste and recycling. Collections would also be impacted if any loss of staff through having to incorporate the pay award, voluntary severance and inflation within existing budgets. The amount of waste generated by an elderly householder may be higher due to additional needs with waste being of a sanitary/hygiene nature e.g. incontinence pads, etc. Recycling centres could be used to limit the impact of the build up of waste and recycling however for elderly householders this may not be possible as potentially no longer able to drive / be fit enough to move the excess waste to a recycling centre.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

Impact Area	Details and Mitigation
Age (Older)	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then households will end up with a build up of waste and recycling. Collections would also be impacted if any loss of staff through having to incorporate the pay award, voluntary severance and inflation within existing budgets. This could result in bins being left out on streets awaiting collection in the hope that collections will be caught up with. Additional side waste may also be present which would take up more space on the pavements creating a hazard that the elderly may find hard to manoeuvre around.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling and potentially will reduce the number of bins left out on the street however not all households will have the means to transport their waste/recycling to a HRC therefore does not fully mitigate this impact.</p>

Impact Area	Details and Mitigation
<p><b>Disability</b></p>	<p>Lack of adequate agency budget to cover sickness/leave could result in collections being missed and therefore create a build up of waste and recycling. Collections would also be impacted if any loss of staff through having to incorporate the pay award, voluntary severance and inflation within existing budgets. The amount of waste generated within a disabled household may be higher due to additional needs and waste may be of a sanitary/hygiene nature. Recycling centres could be used to limit the impact of the build up of waste and recycling however for disabled householders this may not be possible as potentially unable to drive / be fit enough to move the excess waste to a recycling centre.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

Impact Area	Details and Mitigation
<p><b>Disability</b></p>	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then households will end up with a build up of waste and recycling. This could result in bins being left out on streets awaiting collection in the hope that collections will be caught up with. Additional side waste may also be present which would take up more space on the pavements creating a hazard that the disabled, especially those with limited mobility or limited vision, may find hard to manoeuvre around.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling and potentially will reduce the number of bins left out on the street however not all households will have the means to transport their waste/recycling to a HRC therefore does not fully mitigate this impact.</p>



Impact Area	Details and Mitigation
Pregnancy and Maternity	<p>Lack of adequate agency budget to cover sickness/leave could result in collections being missed and therefore create a build up of waste and recycling. Collections would also be impacted if any loss of staff through having to incorporate the pay award, voluntary severance and inflation within existing budgets. The amount of waste generated within a household with young family may be higher due to additional requirements and waste may be of a sanitary/hygiene nature e.g. babies nappies. Recycling centres could be used to limit the impact of the build up of waste and recycling however for householders that are pregnant this may not be possible as potentially unable to move the excess waste to a recycling centre, especially if near to term.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

Impact Area	Details and Mitigation
Low income	<p>Lack of adequate agency budget to cover sickness/leave could result in collections being missed and therefore create a build up of waste and recycling. Collections would also be impacted if any loss of staff through having to incorporate the pay award, voluntary severance and inflation within existing budgets. Recycling centres could be used to limit the impact of the build up of waste and recycling however for households on a low income, the ability to transport waste to a recycling centre if not within walking distance could be limited if the household doesn't own a car.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

Impact Area	Details and Mitigation
Material deprivation	<p>Lack of adequate agency budget to cover sickness/leave could result in collections being missed and therefore create a build up of waste and recycling. Collections would also be impacted if any loss of staff through having to incorporate the pay award, voluntary severance and inflation within existing budgets. Recycling centres could be used to limit the impact of the build up of waste and recycling however for households on a low income, the ability to transport waste to a recycling centre if not within walking distance could be limited if the household doesn't own a car.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

#### 4.4. Evidence

Type	Source	It says?	It Means?
Internal Data	Waste Collections Budget	Agency budget is always overspent. Savings previously taken from this budget have not been able to be met.	Inadequate base budget for agency staffing to allow adequate cover for sick leave/annual leave to provide an essential statutory waste and recycling collection service.
Internal Data	Itrent	High level of long term sick / sickness leave within the Waste Collection Service.	This highlights the number of sick days within Waste Collection staff that require to be covered by agency staff to ensure consistency of recycling and waste collection services.
Internal Data	Confirm	Increased number of complaints when collections are missed.	Reputation risk for the Council in not being able to deliver an essential statutory service. Decrease in customer satisfaction.

#### **4.5. Engagement with affected groups**

None so far - will depend on the outcome of the budget setting process.

#### **4.6. Ensuring engagement with protected groups**

No engagement undertaken so far as this will depend on the outcome of the budget setting process and how this will end up affecting the Waste collections budget and the service that can be provided.

#### **4.7. Evidence of engagement**

No engagement undertaken so far as this will depend on the outcome of the budget setting process and how this will end up affecting the Waste collections budget and the service that can be provided.

#### **4.8. Overall Outcome**

No Negative Impacts Can Be Mitigated.

There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.

To absorb pay award increases, voluntary severance, and inflation within existing waste collections budget is a budget reduction in reality as there is no excess budget to cover these costs.

None - budget is required to ensure that essential statutory waste and recycling collection services can continue on a consistent and regular basis without large numbers of missed collections.

#### **4.9. Improving Relations**

This will be determined depending on the outcome of the budget setting process and how this will end up impacting the Waste Collections budget and ultimately the collections service.

#### **4.10. Opportunities of Equality**

To not approve this budget pressure will impact on advancing equality of opportunity as this will impact on the waste and recycling collections service that can be provided.

# 5. Sustainability and Climate Change Impact Assessment

## 5.1. Emissions and Resources

Indicator	Positive	Neutral	Negative	Unknown
Consumption of energy		Yes		
Energy efficiency		Yes		
Energy source		Yes		
Low carbon transition		Yes		
Consumption of physical resources		Yes		
Waste and circularity			Yes	
Circular economy transition		Yes		
Economic and social transition		Yes		

## 5.2. Biodiversity and Resilience

Indicator	Positive	Neutral	Negative	Unknown
Quality of environment			Yes	
Quantity of environment		Yes		
Wildlife and biodiversity		Yes		
Infrastructure resilience		Yes		
Council resilience		Yes		
Community resilience		Yes		
Adaptation		Yes		

## 5.3. Negative Impacts and Mitigations

Impact Area	Details and Mitigation

Impact Area	Details and Mitigation
<p><b>Quality of environment</b></p>	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then households will end up with a build up of waste and recycling which could end up being flytipped through householders just wanting to clear their house of waste. This could impact on the quality of the surrounding environment.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>
<p><b>Waste and circularity</b></p>	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then households will end up with a build up of waste and recycling which could end up being flytipped through householders just wanting to clear their house of waste. This could impact on recycling tonnages if recycling flytipped along with waste.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

Impact Area	Details and Mitigation
Waste and circularity	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover), excess recycling could end up in the waste bins due to recycling bins being full therefore losing recycling tonnage to waste and increasing waste tonnages. Could also mean that spare capacity in recycling bins are filled with non-recyclable waste if the residual waste bin is full therefore creating contamination which could also result in lost recycling as the recycling bin will be rejected.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.</p>

## 5.4. Evidence

Type	Source	It says?	It Means?
Internal Data	Confirm	Increased number of complaints when collections are missed	Reputation risk for the Council in not being able to deliver an essential statutory service. Decrease in customer satisfaction.
Other Evidence	Waste Collections Budget	Agency budget is always overspent. Savings previously taken from this budget have not been able to be met.	Inadequate base budget for agency staffing to allow adequate cover for sick leave/annual leave to provide an essential statutory waste and recycling collection service.
Internal Data	Itrent	High level of long term sick / sickness leave within the Waste Collection Service.	This highlights the number of sick days within Waste Collection staff that require to be covered by agency staff to ensure consistency of recycling and waste collection services.

## 5.5. Overall Outcome

## No Negative Impacts Can Be Mitigated.

There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis.

None - Inadequate base budget for agency staffing to allow adequate cover for sick leave/annual leave to provide an essential statutory waste and recycling collection service.



## 6. Town Centre's First Impact Assessment

### 6.1. Local Factors

Indicator	Positive	Neutral	Negative	Unknown
Town centre assets		Yes		
Footfall		Yes		
Changes to road layouts		Yes		
Parking		Yes		
Infrastructure changes		Yes		
Aesthetics of the town centre			Yes	
Tourism		Yes		
Public safety			Yes	
Town centre business			Yes	
Cultural heritage and identity		Yes		
Social and cultural aspects		Yes		

### 6.2. Negative Impacts and Mitigations

Impact Area	Details and Mitigation
Aesthetics of the town centre	<p>If recycling and waste collections are missed, this could mean that bins are left out at kerbside for remainder of week in the hope that collections may be caught up with. This could impact on the aesthetics of the town centre as there could also be additional side waste that may end up causing a litter issue. Flatted areas in town centres may also have restricted space for storage of additional waste and recycling from missed collections which could encroach into pavements, etc. making the town centre look very untidy.</p> <p><b>No mitigation has been entered for this impact.</b></p>

Impact Area	Details and Mitigation
<p><b>Aesthetics of the town centre</b></p>	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then households will end up with a build up of waste and recycling. This could result in bins being left out on streets awaiting collection in the hope that collections will be caught up with. Additional side waste may also be present which could cause littering if the bags are burst open at all. Flatted areas may also have restricted storage space for excess waste and recycling and this could end up encroaching into town centre pathways leaving the area looking very untidy.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling and potentially will reduce the number of bins left out on the street however not all households will have the means to transport their waste/recycling to a HRC therefore does not fully mitigate this impact.</p>

Impact Area	Details and Mitigation
<p><b>Public safety</b></p>	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then households will end up with a build up of waste and recycling. This could result in bins being left out on streets awaiting collection in the hope that collections will be caught up with. Additional side waste may also be present which would take up more space on the pavements creating a hazard that visitors, especially those with limited mobility or limited vision, may find hard to manoeuvre around.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling and potentially will reduce the number of bins left out on the street however not all households will have the means to transport their waste/recycling to a HRC therefore does not fully mitigate this impact.</p>
<p><b>Town centre business</b></p>	<p>If waste and recycling collections are missed due to cancelled collections (no staff cover) then businesses will end up with a build up of waste and recycling. This could result in businesses not having enough space to store their excess waste and recycling until their next collection which could impact on them running their business.</p> <p>Can be mitigated                      No</p> <p>Justification                      There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling and potentially will reduce the number of bins left out on the street however not all households will have the means to transport their waste/recycling to a HRC therefore does not fully mitigate this impact.</p>

### 6.3. Evidence

Type	Source	It says?	It Means?
Internal Data	Confirm	Increased number of complaints when collections are missed	Reputation risk for the Council in not being able to deliver an essential statutory service. Decrease in customer satisfaction.
Other Evidence	Visual Inspections	When bins are missed, households will leave bins out for collection in the hope that the collection vehicle will return / catch up with collections.	Shows that bins will be left out on the street when collections are missed.
Other Evidence	Waste Collections Policy	When bins are missed, side waste is accepted at the next scheduled collection.	Additional waste is accepted when bin collections have been missed therefore side waste could be presented which could cause a littering issue if additional waste not properly secured.

### 6.4. Overall Outcome

No Negative Impacts Can Be Mitigated.

There is no excess budget within the Waste Service to absorb this budget pressure. To only spend the existing budget on agency staffing will mean that waste and recycling collections will have to be cancelled on a regular basis when staff fall ill/take leave as there will be no means to cover those staff. Asking householders to use the Household Recycling Centres (HRCs) will reduce the impact on households from the build up of waste and recycling however this puts pressure on the HRCs and these may end up closing early if the skips are full quicker and there is not enough resources to empty these on an increased basis

None - Inadequate base budget for agency staffing to allow adequate cover for sick leave/annual leave to provide an essential statutory waste and recycling collection service.

## 7. Action Plan

Planned Action	Details
<p>To analyse waste budget to identify any potential service that could be stopped/reduced in order to find the additional required budget to provide agency cover, pay award increases, severance, and inflation should the budget pressure not be approved.</p>	<p><b>Lead Officer</b> Andrew Sheridan  <b>Repeating Activity</b> No  <b>Planned Start</b> Wednesday January 03, 2024  <b>Planned Finish</b> Sunday March 31, 2024  <b>Expected Outcome</b> No identifiable budget  <b>Resource Implications</b> Team Manager /Support Leader time</p>