

Integrated Impact Assessment

The purpose of Aberdeen City Council is to protect the people and the place of Aberdeen from harm, enabling them to prosper and supporting them in the event of harm happening.

The purpose of an Integrated Impact Assessment is to evidence that Aberdeen City Council are making decisions in an informed way, and that the impact of decisions made is understood and accepted. The legislation that is considered within this assessment are:

- Section 2 [Equality Act 2010 protected characteristics](#)
- Section 3 [Socio-Economic](#)
- Section 4 [Human Rights](#)
- Section 5 [Children and Young People’s Rights](#)

The term ‘policy’ is used throughout this document and applies to policies, proposals, strategies, provision, criteria, functions, practice, budget savings and activities that includes delivery of our services.

1. About the Policy

1.1 Title
Job Evaluation Scheme
1.2 What does this policy seek to achieve?
The Job Evaluation Scheme aims to ensure that we have equal and fair pay across the organisation. It is a systematic process of determining the value of a job in relation to other jobs in the organisation, by making a comparison between jobs to assess their relative worth for establishing a rational pay structure, while avoiding prejudice or discrimination. The Scheme is used to assess the demands and responsibilities of all job roles within the Council with the exception of teaching and craft roles which are under separate terms and conditions and have their own pay and grading schemes.
Chief Officers are included within the scheme at Aberdeen City Council and Directors within the wider methodology and approach.
1.3 Is this a new or existing policy?
Existing
1.4 Is this report going to a committee?
No
1.5 Committee name and date:
N/A
1.6 Report no and / or Budget proposal number and / or Business Case reference number:
N/A

Impacts

This section demonstrates the considerations that have been made in relation to the policy - and that the impact of proposals made is understood and accepted.

2: Equality Act 2010 - Protected Characteristics

Aberdeen City Council wants to ensure everyone is treated fairly. This section identifies the [protected characteristics](#) that the policy potentially affects and records the impact and mitigating steps.

2.1 What impact could this policy have on any of the below groups?

Protected Characteristic	What is the impact?				
	Negative			Neutral	Positive
	High	Medium	Low		
Age			X		X
Disability			X		X
Gender Reassignment			X		X
Marriage and Civil Partnership			X		X
Pregnancy and Maternity			X		X
Race			X		X
Religion or Belief			X		X
Sex			X		X
Sexual Orientation			X		X

2.2 In what way will the policy impact people with these protected characteristics?

Positive Impacts

The job evaluation scheme ensures that all employees are paid fairly and for the work that they do, rather than who they are. It is an analytical and consistent method of measuring jobs, which is based on evidence rather than assumptions. The job evaluation scheme prevents discrimination on the grounds of any protected characteristics as evaluation is based on the tasks and responsibilities of a job role, rather than about individuals and how they undertake or perform in a role. It provides an objective means for assessing “like work” across our sectors.

As job evaluation gives the common denominator and measurement for the demands of each role, there will be occasions where job evaluation results in pay increases for roles.

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Negative Impacts

There could be instances where jobs are re-evaluated based on changes to remits, as a result of organisational structure redesigns or at the request of employees – these re-evaluations could result in a change to the grade outcome including, on rare occasions, a drop in grade which would have an impact on an employee’s pay. This however, would be as a direct result of accurately applying the scheme to assess the value of a job role and have no direct relation to any protected characteristics.

2.3 What considerations have been made in reaching the above assessment?

What internal or external data has been considered? What does this data tell us?

Our latest equality and diversity [mainstreaming report](#) outlines our existing employee diversity data. This evidences the breakdown of our workforce demographics. Having approximately 8000-9000 people means that any staffing impacts will touch upon many protected characteristics. The majority of the Council’s workforce is female, approximately 70% and we have people with varied protected characteristics across the whole organisation. There are pockets of occupational segregation horizontally and vertically – e.g. more women in Early Years and Education and more men in Waste and Recycling and Roads. Furthermore, our employee diversity data can only go so far – some of our employees may not have disclosed their protected characteristics or may not be aware of their protected characteristics (e.g. disability).

What consultation and engagement and has been undertaken with officers and partner organisations?

The JE scheme at ACC is the Scottish Joint Council for Local Government Employee Job Evaluation Scheme (currently 3rd edition) which is applied fully by trained Analysts.

Any revisions to the scheme are undertaken at national level, of which ACC would have input to and can influence via our membership within national working groups.

What consultation and engagement and has been undertaken with people who may be impacted by this policy (e.g. citizens, community groups, or other people/groups)?

As above.

2.4 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

Pay transition processes apply within our job matching process which aim to minimise against any immediate impact of any post being downgraded and allows employees to plan and prepare for any decrease in pay.

Employees have the opportunity to be involved in the JE process for their own job role – they can review the JE documentation and provide evidence, in discussion and agreement with line management, which will inform the assessment process undertaken by a trained JE Analyst.

The process allows for a maximum of 3 reviews and for additional information to be submitted at each stage - where appropriate a re-panel will be held to consider this new information, thereby ensuring all information is accounted for in reaching a final grade outcome and providing confidence that outcomes are robust and fair.

Job analysts have a role in clarifying and ensuring that true demands and responsibilities are recorded to ensure any evaluation is based on these facts. This includes working with jobholders or line-managers who may not have English as their first language and/or individuals who have limited literacy for any reason and eliciting the relevant job facts from them. Additionally, analysts will investigate any demands and responsibilities which do not appear essential to a role, and which in turn may prevent suitable candidates from being appointed; such as holding a driving license.

Reasonable adjustments to roles will be considered and implemented where possible to support employees with disabilities or other needs to undertake their job role as fully as possible.

The job evaluation scheme is applied by approved job analysts within People and Organisational Development. There is a risk of subjectivity in the process and so all job analysts undertake robust training and sign-off and all job evaluations are 1st assessed by an analyst, following which a JE panel is held with a Lead JE Analyst for final decision making. All JE assessments involve comparator checks against other like roles in the organisation to ensure consistency in assessment and outcomes. Regular CPD sessions are held for job analysts.

Regular pay reviews and comparisons are in place to ensure that the job evaluation scheme is applied effectively. Ongoing monitoring of workforce diversity is in place, along with pay gaps.

With mitigations in place, what is the new overall rating of the negative impact(s)?

High	
Medium	
Low	x
Negative Impact Removed	

3: Socio-Economic Impacts

This section is used to consider the impact of the policy on people who might be **unemployed, single parents**, people with lower **education** or **literacy**, **looked after children**, those with **protected characteristics** as examples.

Use this guide to understand more on socio-economic inequalities: [The Fairer Scotland Duty: Guidance for Public Bodies \(www.gov.scot\)](http://www.gov.scot)

3.1 What impact could this policy have on any of the below groups?

Group	Negative			Neutral	Positive
	High	Medium	Low		
Low income / income poverty – those who cannot afford regular bills, food, clothing payments.			X		X
Low and/or no wealth – those who can meet basic living costs but have no savings for unexpected spend or provision for the future			X		X
Material deprivation – those who cannot access basic goods and services, unable to repair/replace broken electrical goods, heat their homes or access to leisure or hobbies			X		X
Area deprivation – consider where people live and where they work (accessibility and cost of transport)			X		X
Socio-economic background – social class, parents' education, employment, income.			X		X

3.2 In what way will the policy impact people in these groups?

Positive Impacts

The job evaluation scheme ensures that all employees are paid fairly and for the work that they do, rather than who they are.

Negative Impacts

There could be instances where jobs are re-evaluated based on remits or redesigns or where employees request a re-evaluation, and graded downwards. This could have an impact on an employee's pay.

Where someone has a reduction in pay, this could have a more negative impact on those already struggling financially or those in in-work poverty.

3.3 What considerations have been made in reaching the above assessment?

What internal or external data has been considered? What does this data tell us?

In 21/22, 227,671 households were in work poverty, out of 1,024,504 in Scotland, 22.2%. In work poverty is defined as those households with lower than 60% of median UK net income.

What consultation and engagement and has been undertaken with officers and partner organisations?

Any revisions to the scheme are undertaken at national level, of which ACC would have input to and can influence via our membership within national working groups. JE information pages sit within our staff intranet.

What consultation and engagement and has been undertaken with people who may be impacted by this policy? citizens, community groups, or other people/groups impacted by this policy? N/A

3.4 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

Pay transition processes apply within job matching to a lower-graded role, which aim to minimise against any immediate impact of any post being downgraded and allows employees to plan and prepare for any decrease in pay. People & Organisational Development work with line managers to assess job design impacts and where these may be mitigated via amalgamating new and required tasks/outcomes into an existing post alongside any support provided to assist the postholder with these.

Employees have the chance to input into the assessment process and provide evidence so that their voice is heard and included.

Employees will have the chance to appeal a job evaluation so that they can ensure that decisions are robust and fair.

Reasonable adjustments to roles apply so that employees with disabilities can undertake their role as fully as possible.

The job evaluation scheme is applied by approved job analysts within People and Organisational Development. There is a risk of subjectivity in the process and so all job analysts go through robust training and sign-off and all job evaluations require a minimum of two people to evaluate a role, with a panel held for final decision making. Regular comparisons are undertaken and regular CPD sessions are held for job analysts.

Regular pay reviews and comparisons are in place to ensure that the job evaluation scheme is working effectively. Ongoing monitoring of workforce diversity is in place, along with pay gaps.

With mitigations in place, what is the new overall rating of the negative impact(s)?	High	
	Medium	
	Low	x
	Negative Impact Removed	

4: Human Rights Impacts

The Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. It incorporates the rights set out in the European Convention on Human Rights (ECHR) into domestic British law. The Human Rights Act came into force in the UK in October 2000

The Act sets out our human rights in a series of 'Articles'. Each Article deals with a different right.

Use this guide to understand more about [Human Rights](#).

4.1 What impact could this policy have on Human Rights?

Human Rights Article	Negative	Neutral	Positive
Article 6: Right to a fair trial		X	
Article 7: No punishment without law		X	
Article 8: Right to respect for private and family life, home and correspondence		X	
Article 9: Freedom of thought, belief and religion		X	
Article 10: Freedom of expression		X	
Article 11: Freedom of assembly and association		X	
Article 12: Right to marry and start a family		X	
Article 14: Protection from discrimination in respect of these rights and freedoms		X	
Article 1 of Protocol 1: Right to peaceful enjoyment of your property		X	
Article 2 of Protocol 1: Right to education		X	
Article 3 of Protocol 1: Right to participate in free elections		X	

4.2 In what way will the policy impact Human Rights?

N/A

4.3 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

N/A

If mitigations are in place, does this remove the negative impact?

No – negative impact remains

Yes – negative impact reduced

Yes - negative impact removed

5: Children and Young People’s Rights Impacts

The United Nations Convention has 54 articles that cover all aspects of a child’s life and set out the civil, political, economic, social and cultural rights that all children everywhere are entitled to. It also explains how adults and governments must work together to make sure all children can enjoy all their rights.

Children’s rights apply to every child/young person under the age of 18 and to adults still eligible to receive a “children’s service” (e.g. care leavers aged 18 – 25 years old).

The Conventions are also known as the “General Principles” and they help to interpret all the other articles and play a fundamental role in realising all the rights in the Convention for all children. They are:

1. Non-discrimination (Article 2)
2. Best interest of the child (Article 3)
3. Right to life survival and development (Article 6)
4. Right to be heard (Article 12)

You can [read the full UN Convention \(pdf\)](#), or [just a summary \(pdf\)](#), to find out more about the rights that are included.

5.1 What impact could this policy have on the rights of Children and Young People?

UNCRC and Optional Protocols	Negative	Neutral	Positive
Article 1: definition of the child		X	
Article 2: non-discrimination		X	
Article 3: best interests of the child		X	
Article 4: implementation of the convention		X	
Article 5: parental guidance and a child's evolving capacities		X	
Article 6: life, survival and development		X	
Article 7: birth registration, name, nationality, care		X	
Article 8: protection and preservation of identity		X	
Article 9: separation from parents		X	
Article 10: family reunification		X	
Article 11: abduction and non-return of children		X	
Article 12: respect for the views of the child		X	
Article 13: freedom of expression		X	
Article 14: freedom of thought, belief and religion		X	
Article 15: freedom of association		X	
Article 16: right to privacy		X	
Article 17: access to information from the media		X	
Article 18: parental responsibilities and state assistance		X	
Article 19: protection from violence, abuse and neglect		X	
Article 20: children unable to live with their family		X	
Article 21: adoption		X	
Article 22: refugee children		X	
Article 23: children with a disability		X	
Article 24: health and health services		X	
Article 25: review of treatment in care		X	
Article 26: social security		X	
Article 27: adequate standard of living		X	
Article 28: right to education		X	
Article 29: goals of education		X	
Article 30: children from minority or indigenous groups		X	

Article 31: leisure, play and culture		X	
Article 32: child labour		X	
Article 33: drug abuse		X	
Article 34: sexual exploitation		X	
Article 35: abduction, sale and trafficking		X	
Article 36: other forms of exploitation			X
Article 37: inhumane treatment and detention		X	
Article 38: war and armed conflicts		X	
Article 39: recovery from trauma and reintegration		X	
Article 40: juvenile justice		X	
Article 41: respect for higher national standards		X	
Article 42: knowledge of rights		X	
Optional Protocol on a Communications Procedure		X	

5.2 In what way will the policy impact the rights of Children and Young People?

Aberdeen City Council employs a number of young people under 18 (2022: 0.58% of council employees were under 20) and also employs some of those who are eligible to children’s services up to the age of 25. By applying the job evaluation scheme to their roles, this is ensuring that they are paid fairly and equally for the work that they do, avoiding any exploitation.

5.3 What mitigations can be put in place?

What mitigations are there against any negative impacts (if applicable)?

N/A

If mitigations are in place, does this remove the negative impact?

No – negative impact remains

Yes – negative impact reduced

Yes - negative impact removed

6: Sign Off

Any further positive or negative impacts on individuals or groups that have been considered?

It is worth noting that as the Council employees a significant number of people with an intersectionality of protected characteristics, the proposals could have impacts on a diverse group with a multitude of lived experiences.

Overall summary of changes made as a result of impact assessment.

None

Outline of how impact of policy will be monitored.

Through continuous review of equality and diversity data, and occupational / pay segregation data and internal feedback from employees.

If there are any remaining negative impacts after mitigation, what is the justification for why this policy should proceed.

There remain possibilities for some negative impacts where someone is downgraded. However, this job evaluation process ultimately ensures fairness of pay across the whole organisation so that people are treated equally and fairly.

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