



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

Changes to Organisational Design to reduce operating costs

1.2 What does this policy seek to achieve?

The purpose of this IIA is to set out the general principles for situations where the organisation needs to make changes to the workforce, such as reducing, restructuring or re-designing it, **or making changes to organisational design and working environments**. This could be due to reasons such as budget constraints or transformation. There may be specific IIAs for each individual situation, and **localised proposals will impact on employees in different ways, so will be captured within their own IIAs**. This IIA will therefore cover the common principles related to changing the workforce.

1.3 Is this a new or existing policy?

Existing. **The previous Integrated Impact Assessment for this was known as Workforce Reduction, Restructure or Redesign.**

1.4 Is this report going to a committee?

Yes

1.5 Committee name and date:

Budget Meeting, Council, 6 March 2024

1.6 Report no and / or Budget proposal number and / or Business Case reference number:

CR-07

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?			
	High	Medium	Low	Positive
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?

Workforce Reduction

Where we have reduction situations, there is a risk that employees may become displaced. Given that approximately 70% of our workforce is female, there is a likelihood that more women will be affected by this. In addition, there is a risk to all employees across the organisation, including those with protected characteristics, of being displaced. The Council’s diversity profile is at risk of reduction should numbers of certain protected groups become displaced.

There are socio-economic impacts of people losing employment, especially during the current economic climate. Those who are from disadvantaged backgrounds may be impacted more by losing employment.

Workforce reduction may impact more on those who are newer in their careers or are in lower-graded, more administrative-type roles, which could impact on certain workforce demographics over others. Selection processes for reductions may also be more difficult for certain groups, particularly those who already face barriers in recruitment and selection activity such as those with less work experience (age), those who have been in their careers a long time but who have not undertaken a similar selection process (age), and those whose first language is not English (race). Please note that a separate IIA for Recruitment and Selection (including redeployment, job matching and selection for development opportunities) has been created.

Workforce Restructure and Redesign

Employees who are affected by workforce restructure and redesign will be affected by change processes. Some employees may find this easier than others. Some employees may require additional support through change processes. It is acknowledged that some neurodiverse employees may find the change process more difficult and will require extra care and support. Some employees, particularly those newer into their careers, may have never been affected by similar change processes before and may also require additional support.

During restructure and redesign processes, some employees may face job matching situations. This could result in employees being aligned to roles which are slightly different to those which they are currently undertaking, or it may result in people being matched into roles which are slightly above or below their current grade. Redesign may impact on remits and responsibilities, particularly where teams are merged and managers / leaders may find themselves having higher or broader levels of scope. Please note that a separate IIA for Recruitment and Selection (including redeployment, job matching and selection for development opportunities) has been created.

Selection processes for job matching processes may also be more difficult for certain groups, particularly those who already face barriers in recruitment and selection activity such as those with less work experience (age), those who have been in their careers a long time but who have not undertaken a similar selection process (age), those who are neurodivergent (disability) and those whose first language is not English (race).

Changes to Organisational Design / Terms and Conditions

This could include various situations (each with their own individual integrated impact assessments where required) which could impact on when and where employees work or to terms and conditions. This could mean either positive or negative impacts for employees, or both, depending on the detail of specific changes. An example could be changes to the working week or working hours which could have impacts financially on employees and, at the same time, could have positive benefits for mental health and wellbeing, and work-life balance. This therefore impacts on those with disabilities (disability) and childcare responsibilities (age, sex).

Occupational Segregation

It is known that there are pockets of occupational segregation within the workplace which includes both vertical (underrepresentation of certain groups at leadership level) and horizontal (underrepresentation of certain groups within certain professions) occupational segregation. By reducing the number of roles in the organisation, this limits the work that can be done to address occupational segregation, which in turn can impact on pay gaps.

Customer Impact

Where there are fewer staff, there could be less support for customers. Services for customers may be reduced or stopped and access to the council may be more limited e.g. there may be more reliance on digital access and self-service. This could impact on the most vulnerable such as those who are disabled or elderly.

Potential Positive Impacts

Some re-structures or re-designs may include elements of increased FTE or roles being created that employees are either job matched into or can apply for through recruitment processes, which are graded higher than an employee's current grade. This could result in positive outcomes for employees.

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. Therefore, more localised proposals may have a larger or lesser effect on some protected characteristics.

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).

A CIPD study on Health and Wellbeing at Work in 2022 identified better work/life balance as one of the 3 top benefits of employers focussing on staff wellbeing [Wellbeing at Work | Factsheets | CIPD](#).

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

As part of any business case or restructure, employee engagement and consultation, as well as trade union engagement and consultation is undertaken.

Existing procedures, such as the council's job matching procedure, have already been engaged and consulted on.

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 the primary impact of this option is on staff, the specifics of this option did not form part of the public consultation and as a result there is no feedback from the public consultation relating to specific impact of this budget option on people with protected characteristics in the city.

2.4 What mitigations can be put in place?

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

All reduction, restructure and redesign processes are undertaken in line with legislative requirements and ACAS guidance. This includes full consultancy processes with employees and trade unions. Job matching and selection processes are also designed to be fair and objective. This also includes legislative compliance around pregnancy and maternity leave, for example.

Managers who undertake job matching and selection processes will be provided with clear guidance and will be required to evidence any decision-making process. Employees have the right to appeal any decisions made. EDI considerations to allow for fair processes will be provided to managers. All managers are mandated to complete EDI training.

Employees who are job matched into roles where they have changing remits and responsibilities will be engaged and consulted with as per usual job matching processes. Not all changes will go through job matching, for example where a manager may take responsibility for an additional team. In these instances, managers will be fully engaged with and supported and the principles of fair work, as well as job evaluation, will apply. Please note that a separate IIA for Job Evaluation has been created.

Employees who are going through selection processes will be provided with employability support such as interview skills training. They will also have access to online learning.

Employees who are displaced, and who are eligible, will be placed onto the redeployment bank and will be supported to find alternative employment within the Council and will have a higher priority access to vacancies over other, non-affected employees. Please note that a separate IIA for recruitment and selection (including redeployment, job matching and selection for development opportunities) has been created.

Any options which have financial impacts will include engagement and consultation with affected employees. This will include how best to implement any changes and transition arrangements. Ongoing pay awards will continue to be implemented and employees can make use of varied employee benefits through Vivup, which includes financial incentives.

For citizens, processes will be in place to ensure that the most able can self-serve whilst those who are most vulnerable get the support that they need.

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

High	
Medium	x
Low	
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?

During restructure and redesign processes, some employees may face job matching situations. This could result in employees being aligned to roles which are slightly different to those which they are currently undertaking, or it may result in people being matched into roles which are slightly above or below their current grade. In addition, changes to organisational design or terms and conditions could have negative financial impacts on employees. There could, therefore, be a socio-economic impact of this on those who are already disadvantaged.

It is known that there are pockets of occupational segregation within the workplace which includes both vertical (underrepresentation of certain groups at leadership level) and horizontal (underrepresentation of certain groups within certain professions) occupational segregation. By reducing the number of roles in the organisation, this limits the work that can be done to address occupational segregation, which in turn can impact on pay gaps.

Some re-structures or re-designs may include elements of increased FTE or roles being created that employees are either job matched into or can apply for through recruitment processes, which are graded higher than an employee's current grade. This could result in positive outcomes for employees.

Customer Impact

Where there are fewer staff, there could be less support for customers. Services for customers may be reduced or stopped and access to the council may be more limited e.g. there may be more reliance on digital access and self-service. This could impact on those who are vulnerable or those who do not have immediate access to digital technology.

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?

The council's gender pay gap is currently in favour of women (6.17%). However, this is an overall statistic and our gender pay gap in certain specific areas of the organisation will not be in favour of women.

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 (so the 22.2% figure may be slightly lower given that the median Scottish income could be lower than the UK average).

The CIPD also provides [research and information](#) on in-work poverty. They suggest that 1 in 8 working people struggle to make ends meet in the UK. Over the last 15 years, all areas and nations of the UK have seen increases in in-work poverty and, according to The Joseph Rowntree Foundation's [UK Poverty 2022 report](#), work is becoming less effective at warding off it off.

According to the Institute of Public Policy and Research, the chances of being pulled into poverty have doubled for households in UK with two people in full-time work.

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

As part of any business case or restructure, employee engagement and consultation, as well as trade union engagement and consultation is undertaken.

Existing procedures, such as the council's job matching procedure, have already been engaged and consulted on.

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?

As above.

3.4 What mitigations can be put in place?

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

Any options which have financial impacts will include engagement and consultation with affected employees. This will include how best to implement any changes and transition arrangements. Ongoing pay awards will continue to be implemented and employees can make use of varied employee benefits through Vivup, which includes financial incentives.

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

High	
Medium	x
Low	
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?

N/A

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 employs a significant number of people, proposals could have impacts on a diverse group with a multitude of lived experiences. Localised proposals will impact on employees in different ways and these will be captured within their own IIAs.
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 feedback.
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 on individuals where they face restructure, redesign or reduction scenarios – either through going through change, risks to employment and also potentials for reductions in pay. These scenarios will be applied fairly and will each have their own business reasons and justifications which will undergo fair and legal consultation and engagement processes.

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Date	31/01/24
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Date	31/01/24