

The purpose of an Integrated Impact Assessment is to evidence that Aberdeen City Council is meeting its legislative duties by assessing the potential impacts of its policies and decisions on different groups of people and the environment. The legislation considered within this assessment is:

- Section 2 [Equality Act 2010 protected characteristics](#)
- Section 3 [Socio-Economic](#)
- Section 4 [Consumer Duty](#)
- Section 5 [Human Rights](#)
- Section 6 [Children and Young People’s Rights](#)
- Section 7 [Environmental impacts](#)

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

Remove the Financial Element of the Long Service Award Scheme.

1.2 What does this policy seek to achieve?

The current scheme provides employees with 25 years continuous service and up to 40 years’ continuous service with a long service award payment of £300, and £600 for employees with over 40 years’ continuous service.

This is payable at the point the employee leaves the Council. The budget option is to remove the financial award element within the Long Service Award Scheme for anyone leaving the Council after 31 March 2024.

Employees would continue to receive a certificate to recognise the key milestones within the long service scheme. The long service scheme is currently being revised with alternative methods of recognising an employee’s valuable contribution to the Council.

A benchmarking exercise has been undertaken with a range of other Scottish local authorities to compare their approaches to recognising employee long service. This has shown that employee long service is recognised in a range of ways and that the monetary value of our award is higher than average.

The financial saving associated with this proposal would depend on the number of eligible employees leaving the organisation. There is a potential that employees with long service may feel de-valued at the removal of the financial award, however, the means to recognise service would still be in place using other options.

1.3 Is this a strategic programme/proposal/decision?

No

1.4 Is this a new or existing policy?

New

1.5 Is this report going to a committee?

Yes

1.6 Committee name and date:

Council 5 March 2025

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

CR-10

1.8 Function and Cluster:

Corporate Services, People & Citizen Services

Impacts

Aberdeen City Council has a legal requirement as a public sector organisation to assess the impact of its work on equality groups and assess against human rights, children’s rights and our socio-economic duty. This is our Public Sector Equality Duty (PSED). The PSED has three key parts:

- Eliminate unlawful discrimination, harassment, victimisation or any other prohibited conduct.
- Advance equality of opportunity.
- Foster good relations by tackling prejudice, promoting understanding.

This following five sections in the Integrated Impact Assessment demonstrate that these considerations that have been made in the policy, that the impact of proposals made is understood and accepted, and what mitigating steps can be taken to reduce any negative impact of the policy.

2: Equality Act 2010 - Protected Characteristics

Aberdeen City Council wants to ensure everyone is treated fairly. This section identifies what impact the policy may have on people with [protected characteristics](#).

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

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

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

- Potential negative impacts on employees with long service who may feel less valued and supported by the organisation and may therefore be more likely to disengage, particularly for those nearing those milestones at the point in time the scheme reward is removed.
- Potential impact resulting in reduced motivation and engagement for employees with longer service, who may feel that their long term commitment to the organisation is not as valued without the financial award.
- As the scheme is applicable for those leaving the organisation with a significant length of service, the likelihood is that those in receipt are in older age brackets.

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?

The long service award scheme provides eligible employees a financial award on leaving the Council as follows:

- 25 years and up to 40 years continuous service – £300
- Over 40 years continuous service – £600

In financial year 2023/24, the cost of this scheme was £29,400 and in 2024/25, the overall cost was £27,900.

The Chartered Institute of Personnel and Development (CIPD) has conducted research on various aspects of employee recognition, including long service awards. The CIPD's findings indicate that long service awards can play a significant role in recognising and rewarding employee loyalty and commitment. These awards are often used by organisations to acknowledge milestones such as 5, 10, 20, or more years of service. The research highlights that, when implemented effectively, long service awards can enhance employee morale and retention. However, it also notes that the impact of these awards can vary depending on how they are perceived by employees and how well they align with the organisation's overall employee recognition strategy.

Whilst financial reward is one method of recognising employee dedication, loyalty and work, it is not the only way to acknowledge the dedication and hard work of employees. There are several other meaningful ways to celebrate long service such as:

- Recognition events such as award ceremonies, celebration events- Development opportunities
- Certificates to recognition milestones

These are all currently under consideration as part of the review of long service.

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

If the decision were taken to remove the financial element, as part of our review of our approach to recognising employee service with the council, we will share the findings of our benchmarking exercise that has been undertaken with other local authorities, that will support understanding of the potential range of alternative recognition streams, and enable us to develop a revised service appreciation scheme.

What consultation and engagement has been undertaken with people who may be impacted by this policy?

None to date. If the financial award element is removed from the long service scheme, the scheme will be revised, updated and communicated using our engagement channels.

2.4 What mitigations can be put in place?

What can be done to remove or reduce any negative impacts of this policy (if applicable)?

Age

The potential impact on older employees nearing retirement (many of whom will have sufficient service to qualify for a long service award) who may have had an expectation of receiving the existing award.

This will be particularly disappointing for employees who may be nearing the next continuous service milestone and may just miss out on the relevant financial award.

Mitigation

As a result of the removal of the financial award element of the long service scheme, employees would continue to receive a certificate to recognise the key milestones within the long service scheme. The long service scheme is currently being revised with alternative methods of recognising an employee's valuable contribution to the Council.

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

Aberdeen City Council has a duty to reduce the inequalities of outcome that can arise from socio-economic disadvantage. This section is used to consider what impact the policy may have on people experiencing socio-economic disadvantage – and how any inequalities of outcome arising from the policy can be reduced.

Use this guide to understand more on socio-economic inequalities: [The Fairer Scotland Duty: Guidance for Public Bodies \(www.gov.scot\)](https://www.gov.scot/publications/fairer-scotland-duty/guidance-for-public-bodies/)

3.1 What impact could this policy have on people who experience the following aspects of socio-economic disadvantage?

	Negative	Neutral	Positive
Low income – those who have insufficient earnings to meet basic needs, such as food, clothing, housing, or utilities.	X		
Low/ no wealth – those who have no savings for unexpected spend or provision for the future.	X		
Material deprivation – those who cannot afford or access goods or services that are considered essential or desirable for a decent quality of life, such as food, clothing, heating, transport, internet, cultural, recreational and social activities.		X	
Area deprivation – those who live in an area with poor living conditions, such as higher levels of crime, pollution, noise, congestion, or lack of infrastructure, amenities, or green spaces.		X	
Socio-economic background – social class, parents’ education, employment, income.		X	

3.2 In what way will the policy impact people experiencing socio-economic disadvantage?

Low income / income poverty – those who cannot afford regular bills, food, clothing payments – If the individual is at socio-economic disadvantage, the financial award could be important to them.

Low and/or no wealth – those who can meet basic living costs but have no savings for unexpected spend or provision for the future – If the individual is at socio-economic disadvantage, the financial award could be important to them.

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 long service award scheme will give employees a financial award on leaving the Council of the following:

- 25 years and up to 40 years continuous service – £300
- Over 40 years continuous service – £600

In financial year 2021/22, the cost of this scheme was £47,100 For 2022/23, the cost was £29,400 and 2024/25 (year to date) is £27,900.

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

None.

What consultation and engagement has been undertaken with people who may be impacted by this policy?

None.

3.4 What mitigations can be put in place?

What can be done to remove or reduce any negative impacts of this policy (if applicable)?

None. The impact is considered to be low.

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

No – negative impact remains

X

Yes – negative impact reduced

Yes - negative impact removed

4: Consumer Impacts

The Consumer Scotland Act 2020 places a Consumer Duty on the public sector to put consumer interests at the heart of strategic decision-making, emphasising the need for accessible and affordable public services, especially during times of financial pressure. This person-centred approach is intended to result in better quality services and outcomes for the public as consumers of public services across Scotland.

This section of the IIA is used to consider the impact of the policy on consumers of any services that the policy is intended to change.

Use this guide to understand more on the consumer duty: [How to meet the consumer duty: guidance for public authorities](#)

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

	Negative	Neutral	Positive
Individuals	X		
Small businesses		X	

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

There is a minor risk the individuals with longer service will feel disengaged from the organisation due to the curtailing of the financial element of long service award. This may impact their work performance and have consequences for the communities that the Council serves.

In addition, one of the options for employees to receive as a means of using their long service award is a gift voucher for a local retailer, therefore the removal of this element of long service recognition could have an impact on that local retailer.

4.3 What mitigations can be put in place?

What can be done to remove or reduce any negative impacts of this policy (if applicable)?

The process of recognising long service will still exist and key milestones will still be celebrated. The impact on the retailer could not be mitigated if the financial element were removed, advertising on our website could be explored to help mitigate this in part.

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

No – negative impact remains	
Yes – negative impact reduced	X
Yes - negative impact removed	

5: 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](#).

5.1 What impact could this policy have on Human Rights?

Human Rights Article	Negative	Neutral	Positive
Article 2: Right to life		X	
Article 4: Prohibition of slavery and forced labour		X	
Article 5: Right to liberty and security		X	
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	

5.2 In what way will the policy impact Human Rights?

N/A

5.3 What mitigations can be put in place?

What can be done to remove or reduce any negative impacts of this policy (if applicable)?

N/A

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

No – negative impact remains

Yes – negative impact reduced

Yes - negative impact removed

6: 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 18-26 years old.

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

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

	Negative	Neutral	Positive
PROVISION			
Article 2: non-discrimination		X	
Article 3: best interests of the child provision and protection		X	
Article 5: parental guidance and a child's evolving capacities		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 22: refugee children		X	
Article 23: children with a disability		X	
Article 24: health and health services		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 39: recovery from trauma and reintegration		X	
Article 40: juvenile justice		X	
PROTECTION			
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 protection		X	
Article 11: abduction and non-return of children		X	
Article 15: freedom of association		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 25: review of treatment in care		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 32: child labour		X	

PARTICIPATION			
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 42: knowledge of rights		X	

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

N/A

6.3 What mitigations can be put in place?

What can be done to remove or reduce any negative impacts of this policy (if applicable)?		
N/A		
If mitigations are in place, does this remove or reduce the negative impact?	No – negative impact remains	
	Yes – negative impact reduced	
	Yes - negative impact removed	

7: Environmental Impacts

Aberdeen City Council has a duty to meet its legal environmental responsibilities by working towards Net Zero emissions, adapting to climate change, and acting in a way it considers most sustainable. We must also fulfil the [biodiversity duty](#) and [sustainable procurement duty](#).

This section in the Integrated Impact Assessment demonstrates that these considerations that have been made in the policy, that the impact of proposals made is understood and accepted, and what mitigating steps can be taken to reduce any negative impact of the policy.

Use this guide to understand more on the legal climate change duty: [Climate change - gov.scot \(www.gov.scot\)](#) and find out more about how Aberdeen is adapting to Climate Change: [Aberdeen Adapts | Aberdeen City Council](#)

7.1 What is the impact of this policy on any of the below climate, environmental and waste considerations?

	Negative	Neutral	Positive
Council or City-wide carbon emissions		X	
Active and sustainable travel		X	
Facilities for local living		X	
Resilience and adaptability to flooding and weather events		X	
Biodiversity improvement and wildlife/habitat connectivity		X	
Water consumption and drainage		X	
Pollution (air, water, noise, light and land contamination)		X	
Impact on resource use and waste		X	
Sustainable procurement of goods and services		X	

7.2 In what way will the policy impact the environment?

N/A

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

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

N/A

What consultation and engagement has been undertaken with local groups, partner organisations, experts etc? Where required, identify any other environmental assessments that have been completed.

N/A

7.4 What mitigations can be put in place?

What can be done to remove or reduce any negative impacts of this policy (if applicable)?

N/A

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

No – negative impact remains

Yes – negative impact reduced

Yes - negative impact removed

8: Sign Off

Any further positive or negative impacts on individuals or groups that have been considered?
N/A
Does the policy relate to the Council's Equality Outcomes? If yes, how.
Yes slight impact on the Age Protected Characteristic as Long Service Award impacts individuals for over 25 years and 40 years continuous service.
Overall summary of changes made to the policy as a result of impact assessment.
No changes made.
Outline how the impact of policy will be monitored.
If the financial award element is removed from the long service scheme, the scheme will be revised, updated and communicated using our usual engagement channels.
If there are any remaining negative impacts after mitigation, what is the justification for why this policy should proceed.
Essential cost reduction in staffing and maintenance budgets.

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Date	20/2/25
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Date	21/02/25