

Integrated Impact Assessment

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
Further reductions to training budgets over and above original saving options
1.2 What does this policy seek to achieve?
This budget option proposes to achieve an additional £50k of savings by further reducing the training budgets held by the People Development team and available to fund employee development. There is already an assumed saving of £200k from budget positions going into 2025/26.
This Integrated Impact Assessment includes an assessment of the impact of reduction of training provision for the workforce.
The total corporate training budget available to be utilised across the ACC workforce of 8000 employees is £814,834. This includes £118k for Health & Safety training, £484,434 for the Continuous Professional Development of our employees who require essential or statutory profession/role-specific accreditation and qualifications, and £212,400 for corporate training, including developing the shared core capabilities of our workforce, such as equality, diversity & inclusion, climate change, leadership and management, digital skills training, eLearning, etc as well as team or individual specific development interventions, such as mediation, coaching, mentoring, facilitation.
There has already been a committed in-year and ongoing saving of a £200k reduction across all three budgets. This budget option would mean an additional reduction on the funding for employee training and development by £50k, meaning a total reduction of £250k from £814,834 leaving £564,843 from April 2025 onwards.
1.3 Is this a strategic programme/proposal/decision?
Yes
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:
Full Council – budget meeting, March 2025.
1.7 Report no and / or Budget proposal number and / or Business Case reference number:
New-151

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?

Employee development plays an important role in recruiting, retaining, developing and motivating a diverse workforce. With restricted external recruitment at Aberdeen City Council, the ability to “grow our own” leaders that are able to tackle the challenging financial environment and support their teams to adapt to our transforming city and council is ever more important. The current leadership and management programme includes an introduction programme for new People Managers, an advanced programme for our Service Managers, and a fast-track programme for Aspiring Future Leaders. All these programmes, along with any ad hoc leadership opportunities that arise, include an “accelerator” scheme which targets and provides additional and / or adapted support to underrepresented groups in leadership - young people, disabled people, women and people from minority ethnic backgrounds. This enables the Council to address diversity gaps and occupational segregation in the workforce and provide training and development to ensure that people gain the skills, knowledge, experience and sometimes specific qualifications to be able to transition into a new role. This may not be possible with a reduced training and development budget, making it difficult to remove barriers to leadership progression for these groups of employees and means that addressing occupational segregation and diversity is more difficult.

Development is a driver for employee engagement and therefore retention, so it could be the case that employees who are not funded to attend training or development, may seek employers who will fund this for them, including other local authorities. This may negatively impact on Aberdeen City Council’s workforce diversity as a whole – which could ultimately lead to poorer outcomes for diverse citizens, as

evidenced through our Equality Outcomes, Mainstreaming and Progress Reports, and workforce Equality, Diversity and Inclusion Action Plan.

Occupational segregation, and access to opportunities, is an influencing factor in pay gaps including gender pay gap, disability pay gap and ethnicity pay gap. Occupational segregation refers to the uneven distribution of different groups of people across different types of jobs, sectors, or industries. This can result in pay gaps when certain groups are overrepresented in low-paid or undervalued occupations or underrepresented in high-paid or valued occupations. For example, women tend to be concentrated in caring, cleaning, and clerical roles, which are often paid less than male-dominated roles in construction, engineering, or management. Similarly, disabled people and ethnic minorities may face barriers to accessing or progressing in certain occupations due to discrimination, lack of support, or limited opportunities. Therefore, by reducing the training and development budget, Aberdeen City Council will be less likely to address the root causes of occupational segregation and pay gaps and may even exacerbate them by limiting the potential of employees from underrepresented groups to advance their careers or enter new fields. This would have negative consequences for the council's reputation, performance, and legal obligations, as well as for the employees' wellbeing, motivation, and income.

Our younger workforce could be disproportionately negatively impacted by a lack of skill and career development opportunities – which may result in them choosing to leave the organisation or being unable to secure employment with the council beyond fixed term internships, apprenticeships, work placements etc, which would contribute towards an aging workforce and lack of innovation.

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?

Budget sheets for transactions from all training budgets: this tells us usage levels of current training budgets and anticipate the potential impact of any reduction.

Cluster People Development Plans: these are annual forecasts created by Chief Officers with the Senior Management Teams, based on their understanding of training needs in their Cluster and any upcoming legislative or professional requirements.

Employee attendance rates and evaluations of courses - this tell us the extent to which we are receiving value for money/return on investment from training.

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

Engagement with the People Development team.

Engagement with Finance Business Partner.

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

As above.

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)?

Training can be more cost effective if/when delivered online or via virtual training means (saving costs of travel time and accommodation for trainers – which can often be significant for a council based in the North East). [Research by Training Industry](#) highlights that virtual training can be particularly effective for technical skills and compliance training, while in-person training may be more beneficial for soft skills development and team-building activities. Therefore there is a remaining risk that further reducing the corporate training budget would impair soft skills development and team-productivity and workplace culture.

The impact of a reduction in funding for corporate training budget could also be mitigated by encouraging and celebrating peer-learning, which is often more effective, long lasting and timely than many workshop interventions. People learn best by being shown a skill in the context of their own role, then having the opportunity to trial new skills and being encouraged, coached and reinforced by their peers.

In some circumstances, we have a legal obligations to meet professional requirements through training, which is where funding is so critical. For example in First Aid training, which cannot be learned on the job or through shadowing. These requirements would be prioritised from the spend over and above any non mandatory training.

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 \(www.gov.scot\)](http://www.gov.scot)

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?

Any employee who wishes to undertake any professional development may need to finance this themselves. This may create a situation where those who have the financial means to do so are able to develop and grow professionally, whilst those who are already at a socio-economic disadvantage may not be able to do this and this could create a gap between people. Furthermore, it is appreciated that socio-economic disadvantage is often also linked with protected characteristics such as age, disability and race, along with other factors such as being care-experienced, leaving the armed forces or having a history of offending, which means that these groups may also face financial barriers to development and career progression at Aberdeen City Council.

Lack of training may impact an employee’s ability to stay up to date with expectations of the role and retain their job. Unemployment can lead to financial instability, making it difficult to meet basic needs such as housing, food and welfare, increased psychological stress and impact on physical health. Prolonged unemployment can lead to skill erosion, making it harder to find new employment and potentially leading to long-term unemployment. This could create an increased demand for services provided by the local authority. This may include increased demand for social services, housing support and welfare grants. Higher unemployment rates could also impact on levels of crime, poorer health outcomes and have a wider impact on public funds.

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?

Internal Data

See 2.3

External Data

- A report by the Social Mobility Commission (2019) that found that workplace training can help people from low socio-economic backgrounds to improve their skills, increase their earnings, and access better career opportunities.

- A survey by the Chartered Institute of Personnel and Development (CIPD, 2020) that revealed that employees from low socio-economic backgrounds are less likely to receive workplace training than those from higher socio-economic backgrounds, and that this gap has widened during the COVID-19 pandemic.
- A study by the Organisation for Economic Co-operation and Development (OECD, 2018) that showed that workplace training can reduce inequalities in income and employment outcomes across different socio-economic groups, and that it can also foster social inclusion and civic participation.

These data sources indicate that workplace training is a valuable tool for promoting social mobility and reducing socio-economic disparities, and that there is a need to ensure that it is accessible and inclusive for all employees, regardless of their background.

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

See 2.3

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

See 2.3

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)?

See 2.4.

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

X

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?

Potential negative impact on local businesses who are commissioned to deliver training services on behalf of Aberdeen City Council.

Lack of training can result in more mistakes, slower processes, and reduced overall efficiency of services provided to individuals and small businesses

Poorly trained staff may not provide the best customer service, potentially leading to decreased customer satisfaction, loyalty and increased preventable demand. Preventable demand is the demand for services that could be avoided through better planning and training. It often arises from issues that could have been addressed earlier or more effectively, thus reducing the need for more intensive or costly services later on. For example in social services, preventable demand might involve repeated requests for assistance due to lack of timely or appropriate response following an initial request for help.

Further development is required of the workforce to deepen understanding of the consumer duty, and designing / delivering person-centred approaches to service redesign. Any further reduction in training budgets would restrict our ability to meet this legal requirement.

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)?		
See 2.4		
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?

No anticipated impact.

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?

The provision of high value, continuously improved training to employees on the rights of Children and Young People (both through the mandatory Child Protection and Corporate Parenting courses, and the role-specific CPD offered to specialists such as those in Education and Children’s Social Work) is an early intervention and prevention against any infringement of the articles above.

At present, this training is readily available and updated through online learning is accessible – anytime, anywhere - for employees on a number of Children’s Rights topics listed above, via the ACC Learn platform. Further development of these courses, such as through additional training resources, may be impacted by the reduction of the training budget. Updating of these topics is dependent upon in-house subject matter experts who also have a requirement to undertake continuous professional development to keep their expertise up to speed. Any reduction of the training budget may impact their ability to undertake CPD and therefore to keep these courses contemporary.

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)?		
Reliance on free national resources, rather than in-house development and bespokeing.		
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	

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?

The corporate training budget and the CPD budget are used to fund profession specific qualifications and training, as well as core capabilities for all employees, relating to climate change. Any further reduction in the employee development budgets would restrict our ability to fund this training.

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?

See 2.3

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.

The Sustainability team

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)?

Reliance on free national resources, rather than in-house development and bespoke.

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

X

8: Sign Off

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

It is appreciated that socio-economic disadvantage is often also linked with other factors than protected characteristics, such as being care-experienced, leaving the armed forces or having a history of offending, which means that these groups may also face financial barriers to development and career progression at Aberdeen City Council if this option is accepted.

Does the policy relate to the Council's [Equality Outcomes](#)? If yes, how.

Yes – the training budgets are also used to fund individual and team-wide continuous professional development and corporate training on key equality topics.

Overall summary of changes made to the policy as a result of impact assessment.

Outline how the impact of policy will be monitored.

The anticipated negative impact of this budget option on organisational culture will be monitored through levels of employee relations case work, dignity and respect at work claims, discrimination claims and grievances, diversity in leadership and occupational segregation, results of appraisals under the capability of 'Care' – and through workforce retention levels of employees with protected characteristics.

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

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Date	24/02/25