

Stage 1: Rapid Impact Checklist

Document title: Redundancy Avoidance Policy

Author & Faculty/Other Academic Unit/Service: Carolyn Boland, People Services

Reason for the Equality Impact Assessment:

| | |
|--------------------------------------|---|
| Proposed new document | |
| Proposed change to existing document | |
| Review of existing document | X |
| Other (please state): | |

This Equality Impact Assessment (EIA) is an update to the EIA of the original Redundancy Avoidance Policy created in 2018, to reflect the recent review and updates to the Policy in 2024.

Could any protected characteristics be affected by this proposal?¹

| | |
|-----|----|
| Yes | No |
| X | |

If yes, which protected characteristic groups could be affected?

| | | | |
|---------------------|---|---|---|
| Age | X | Disability | X |
| Gender reassignment | | Pregnancy and maternity | X |
| Race/ethnicity | | Religion or belief (including lack of belief) | |
| Sex | X | Sexual orientation | |

Will the proposal have any impact on:

| | | |
|---------------------------|-----|----|
| | Yes | No |
| Discrimination? | | X |
| Equality of opportunity? | | X |
| Relations between groups? | | X |

¹ 'Proposal' is used as shorthand for any policy, procedure, strategy, or proposal that might be assessed.

Will the proposal have an impact on the physical environment? For example, will there be impacts on:

| | |
|---------------------------------------|----|
| Living conditions? | No |
| Working conditions? | No |
| Pollution or climate change? | No |
| Accidental injuries or public safety? | No |
| | |

If the answer to any of the above is 'yes,' please proceed to complete the Comprehensive Equality Impact Assessment.

Comprehensive Equality Impact Assessment (CEIA)

Details of document

| | |
|----------------|------------------------------------|
| Document title | Redundancy Avoidance Policy |
| Document owner | Carolyn Boland |
| School/Service | People Services |

Note: this EIA is an update to the EIA of the original Redundancy Avoidance Policy created in 2018, to reflect the recent review and updates to the Policy in 2024.

Aim of the document

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| What are the aims and objectives of the document? |
| The aim of the policy, which replaced the Redundancy Policy in 2018, was to focus more on how the University avoids redundancies rather than the legal process of redundancy. To outline strategies and procedures to avoid redundancies where possible, ensuring that decisions respect equality, avoid discrimination, and aim to maintain a diverse and inclusive workforce. |

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| How important is the document in terms of equality in the University? Does it relate to an area with known inequalities or where equality objectives have been set by the University? |
| It is the policy of the University, as far as is reasonable, to ensure security of employment for its employees, and to avoid compulsory redundancies where possible in line with current legislation. Also to minimise or avoid redundancies through alternative measures such as redeployment, retraining, voluntary reduction in hours, or alternative work arrangements. |

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| Who is affected by the document and how have they been involved in the development of it? |
| This policy applies to all employees. It does not apply to agency workers, consultants, or self-employed contractors. This policy, and the 2024 update, were reviewed by People Services and involved both Trade Unions. We have aimed to ensure that the policy's implementation does not disproportionately impact employees from any demographic group, particularly those with protected characteristics. |

Are any persons affected by the document likely to benefit from it and in what way?

Staff will benefit from the policy which strengthens the process that it will go through to ensure security of employment for its employees, and to avoid compulsory redundancies, including the protection of those on maternity leave and returning from maternity leave, which has been extended, in line with new legislation, in 2024.

Is there any evidence or concern that any of the protected characteristic groups have different experiences, issues, or needs in relation to this document? (Please provide details in the box below)

| | | | |
|--|---|--------------------|--|
| Age | | Race | |
| Disability | | Religion or Belief | |
| Gender Reassignment | | Sex | |
| Pregnancy & Maternity | x | Sexual Orientation | |
| Marriage & Civil Partnership | | | |
| Further details: The policy has been revised to incorporate new legislative protections in relation to pregnancy and maternity leave. The policy incorporates EIA to ensure that any issues are identified and addressed in applying the policy. | | | |

How does the document fit into the broader strategic aims of the University?

It is the policy of the University, as far as is reasonable, to ensure security of employment for its employees, and to avoid compulsory redundancies where possible. However, it is acknowledged that, because of both internal and external factors, it is not always possible to ensure security of employment and that change in the functions, structure, and levels of staffing within the University may need to be considered. Factors which may result in a review of staff functions, structures and levels may include, but are not limited to:

- Developments and changes in policy
- Financial implications of changes in funding
- Meeting student demand and that of other stakeholders
- Technological developments
- Facilitating growth and development opportunities
- Maintaining competitiveness
- Ensuring efficiency and capability
- Developing and maintaining quality of services

Consideration of available data

(Consider what data is available. Data can include surveys, focus groups, analysis of complaints made, feedback received, consultations, etc.)

What do we know from existing data already held by the University?

There have been few redundancies in recent years, and no recent redundancy appeals have been made. The policy incorporates EIA to ensure that the impact of policy on various demographic groups is assessed and tracked throughout its implementation and during any redundancy programmes.

What do we know from existing data which is available externally?

NA

Are there any apparent gaps in knowledge?

No.

Impact of document

Could this document lead to any positive, negative, intended, or unintended impact on the University or any of its stakeholders?

Positive ways in which the University will manage potential redundancy situations.

Could there be a differential² impact on any protected characteristics? Could any differential impact be adverse?

Age: Older employees may face barriers in finding alternative employment or adapting to retraining opportunities. Addressed by offering retraining and redeployment options considering age-related needs and capabilities.

Disability: Employees with disabilities might face challenges if alternative roles or flexible work arrangements are not inclusive or accessible. Addressed by ensuring that redeployment and retraining programs are fully accessible and provide reasonable accommodations.

Gender: Part-time workers, who are more likely to be women, may face specific challenges in reassignment or redeployment. Addressed by ensuring part-time and flexible working options are maintained and do not disadvantage these employees in redeployment or reassignment.

² Differential impact = where the positive or negative impact on one particular protected characteristic is likely to be greater than on another.

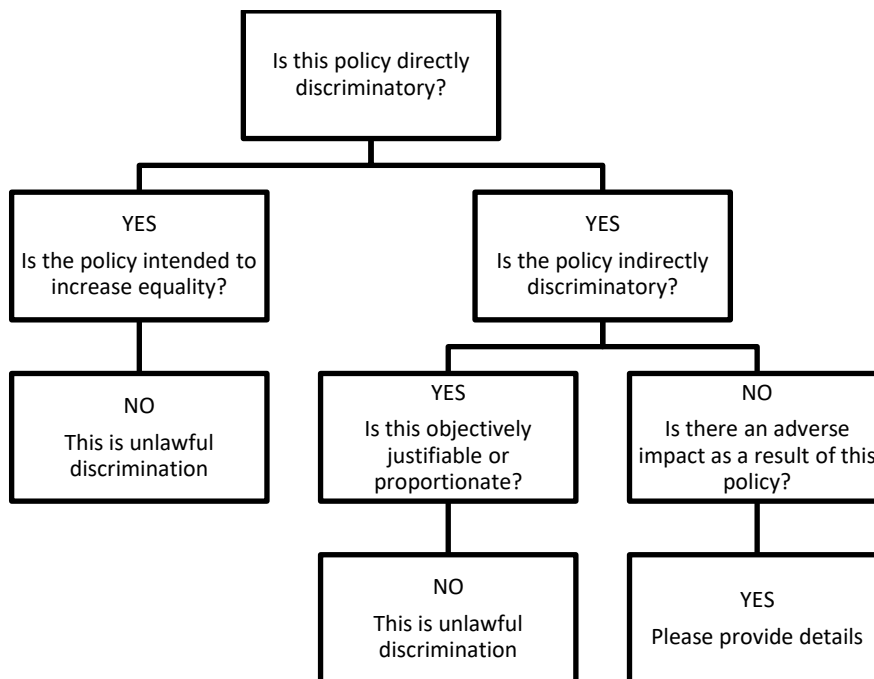
Could there be a differential² impact on any protected characteristics? Could any differential impact be adverse?

Race/Ethnicity: Cultural or language differences may affect communication and understanding of the redundancy avoidance process. Addressed by providing clear, accessible, and culturally sensitive communication throughout the redundancy avoidance process.

Sexual Orientation, Gender Reassignment, Religion or Belief: These groups should experience no specific adverse impact, but vigilance is required to ensure an inclusive environment. Ensure sensitivity in the redeployment and selection processes, providing support for any specific needs.

Pregnancy and Maternity: Pregnant employees or those on/returning from maternity leave should not be disadvantaged in consideration for redeployment or retraining, and the policy includes specific provision and protection for this group in addition to addressing by ensuring that pregnant employees and those on maternity leave receive fair consideration and support through flexible options.

Please consider the following:



Consider: Is this document unlawfully discriminatory? If you find that it is, you must decide how the University will act lawfully.

Consultation

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| What did this equality analysis conclude? |
| No significant equality concerns. |

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| Is any action required to be taken in response to the findings from the consultation? |
| No. |

What is the recommendation for this document following consultation?

| | | | |
|---------------------|--|--------------------------------------|---|
| Reject the document | | Approve and publish the document | x |
| Amendment required | | Other (please provide details below) | |

Declaration

I confirm that this equality analysis represents a fair and reasonable view of the implications of the document for all protected characteristic groups, and that appropriate actions have been identified to address the findings.

| | |
|--|---|
| Carolyn Boland, People and OD Manager | CEIA owner |
| Eilidh Fraser, Director of People and OD | Line manager (if appropriate) |

Committee approval

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| Which Committee has this document gone before for approval? |
| University Court |
| Date of Committee meeting: Court – 28 November 2024 |

Following Committee consultation, what is the decision for this document?

| | | | |
|---------------------|--|-----------------------------------|---|
| Reject the document | | Approve and publish the document | X |
| Amend the document | | Other (please give details below) | |

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| If the Committee requires that the document be amended, please list amendments below. |
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