

**Equality Impact Assessment (EIA) Recording Form**

Please refer to the notes and examples in the EIA Guidelines to help complete this record.

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| Title of Activity/Proposal/Policy/Practice | Organisational Change Procedure | | EIA Team and Lead Member of Staff (names of all people involved in this EIA) | Sue Clyne (Director of HR&OD)  Fumie Nakamura (Projects and Systems Assistant) | Date | November 2024 |
| Type of Policy/Practice/ (tick box) | New | X |
| Existing |  |
| Revised |  |

**Step 1 – Plan your process**

Considering the aims of the policy/proposal and the people will be involved.

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| What are the aims and purposes of the activity/ decision/ new or revised policy or procedure?  See Note 1 | This Procedure aims to assist employees, managers and trade union representatives involved in the development and implementation of change at Edinburgh College. It provides a framework for managing change effectively, fairly and consistently through planning, consultation and communication.  This procedure is intended as a guide only and the College may deviate from the procedure wherever it considers, at its sole discretion, that it is reasonable to do so. |
| Who will be affected?  See Note 2 | Employees and managers affected area will benefit from a detailed step by step processes and guidance for each stage of organisation change. |
| Who will be consulted?  See Note 3 | EIS-FELA and Unison were consulted on this Policy & Procedure. |

**Step 2 – Consider the Evidence**

What are the evidence we need and how we can gather them?

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| What evidence is available of how the policy/decision, etc. affects, or may affect, protected groups?  Evidence could be quantitative, qualitative or anecdotal.  Do we have enough evidence to judge what the impact may be?  See note 4 | As this is a new procedure, we have not established the way how to collect a relevant information and analyse them, however, organisation changes are not new and we have followed appropriate processes, and all relevant documents and information have been recorded properly and accurately. HR partners are involved closely and working with managers at all stages, hence any issues or negative feedback are picked up and dealt them within HR.  Sensitive information for affected employees is reviewed in advance in order to avoid any unfair discrimination.  Ongoing review and discussion with both EIS-FELA and Unison on the implementation of the updated policy and procedure may provide evidence going forward. |

**Step 3 – Assessing the impact**

This involves:

* Considering relevant evidence relating to people who share a protected characteristic
* Assessing the impact of applying a decision of a new or revised policy or practice against the needs of the Public Sector Equality Duty (PSED) and each protected characteristic.

How will the policy / decision help the College to comply with the Public Sector Equality Duty?

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| **Eliminating discrimination, harassment, and victimisation** | **Advancing equality-**   * **Removing disadvantage** * **Meeting different needs** * **Encouraging participation** | **Fostering good relations**   * **Tackling prejudice** * **Promoting understanding** |
| This procedure provides a framework for managing change effectively, fairly and consistently through planning, consultation and communication in the development and implementation of change at the College.  Employees in affected area have the right to representation from either a fellow employee or a trade union representative at individual consultation meetings. There are also consultation meetings with recognised unions. | Affected employees are encouraged to provide feedback on the proposals presented in the format requested.  Where a statutory obligation requires the College to give preferential treatment to some individuals who are at risk of losing their employment. Pregnant employees, Employees who have taken adoption leave and employees taking less than six weeks shared parental leave are provided this treatment. | During any consultation exercise, the following principles apply:   * communication at the earliest opportunity, with open and honest discussion with employees and their representatives, and listening and responding their views, * employees and their representatives have clear and up-to-date information during periods of major change, * employees and their representatives have an opportunity to influence changes affecting their working lives, * the College will fulfil its legal obligations through meaningful consultation. |

See Note 5

Key Questions to ask:

1. What potential positive/neutral/negative impacts can be identified?
2. What does evidence demonstrate about positive/neutral/negative impacts for different protected characteristic groups? E.g. statistics on participation, progression or outcomes, feedback or complaints
3. Does the policy/procedure/practice/decision take account of the needs of people with different protected characteristics? How is this demonstrated?
4. Does it affect some groups differently? Is this proportionate?

See Note 6

| Protected characteristic | Potential  Positive Impact Y/N | Details of Expected Positive Impact | Potential Negative Impact Y/N | Details of Expected Negative Impact |
| --- | --- | --- | --- | --- |
| Age | Yes | Managers proposing organisational change should, in the first instance, discuss with their HR Partner the proposed change(s) and how those changes may impact on individual employees or groups of employees in any given faculty or department.  Approval is also needed by SMT and the Exec team.  Redundancy selection factors are disciplinary records, absence records, performance, skills, knowledge & experience, and future potential & flexibility, so assessment for redundancy is made using those criteria. | Yes | One of redundancy selection criteria is future potential, which defines learning new skills and knowledge and/or develop existing skills and knowledge. This criterion may affect certain age group more than other age group. |
| Disability | Yes | Where possible, employees at risk of redundancy will be matched in to posts considered to be suitable alternative employment or alternative employment, where suitable alternative employment is not available. Employees with disabilities are matched to alternative jobs before other employees.  Any sickness absence that is a result of disability will not be considered in redundancy selection. | Yes | Disabled employee may think they have more difficulty to get alternative position within the College or to move to another organisation.  They may be nervous about their sickness records as this is the one of criteria of redundancy selection. |
| Gender reassignment | Yes | The relevant and accurate sickness information for last four years is obtained from iTrent and any irregular reason will not be affected for selection scoring. | Yes | During transitional period, they may have taken more sickness absence than usual, which may impact to redundancy selection. |
| Marriage/civil partnership (relevant in employment law) | Yes | This Policy and Procedure applies fairly to all employees regardless they are in marriage or in civil partnership. | No | No negative impact has been identified. |
| Pregnancy and Maternity | Yes | The College complies with the statutory obligation that the College give preferential treatment for pregnant employees.  Any sickness absences which are a result of pregnancy or absence on maternity/adoption leave will not be counted in the scoring for sickness absence. | Yes | Pregnant employees or maternity returners may fear that they think they are more likely to be selected to redundancy than other employees. |
| Race | Yes | The procedure ensure that no employee is unfairly disadvantaged. | Yes | Due to different culture or different social environments of their upbringing, their approach for changes may not be same as other employees. |
| Religion or belief | Yes | The procedure ensure that no employee is unfairly disadvantaged. | Yes | Due to their religion or belief, flexibility, willing to be flexible whenever they reasonably can be, may be less easy for some employees. |
| Sex | Yes | The College will ensure that all employees will be able to access support regardless of their sex or gender. | Yes | Due to organisational change, employees’ mental health may become poor. In general, male employees are less likely to seek wellbeing and counselling support when needed. Promotion of mental health support among male employees is essential. |
| Sexual orientation | Yes | This Policy and Procedure applies fairly to all employees regardless of their sexual orientation. | No | Due to the different social environment of their upbringing, their approach for changes may not be same as other employees. |

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| Other  characteristic  See Note 7 | Potential  Positive Impact Y/N | Details of Expected Positive Impact | Potential Negative Impact Y/N | Details of Expected Negative Impact |
| Social deprivation | Yes | Employees who are, in the context of a potential redundancy, redeployed into a post on a grade with a lower salary than their current salary, will receive salary protection for a period of four years from the effective date of the change | Yes | They may have already had financial difficulty so possible redeployment may make them more financially insecure. |
| Care Experienced people | Yes | The assessment panel will take account of the employee’s personal circumstances where they are known to impact on their ability to be flexible. | Yes | Due to their potential disruptive upbringing, e.g. constant changes of homes etc, they may be more vulnerable for the change than others. |
| People with caring responsibilities | Yes | The assessment panel will take account of the employee’s personal circumstances where they are known to impact on their ability to be flexible. | Yes | Their work-life balance is already tougher than other employees so they may be more vulnerable for any changes. |
| Any other groups that need to be taken in consideration? | No |  | No |  |

**Step 4 – Acting on the results of the assessment.**

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| What actions can be taken or amendments made to policy to reduce the negative impact?  See note 8 | Clear messages communicated to employees, managers and trade union representatives in affected area what’s happening next so that they can be fully aware of the processes. HR and managers will prepare additional support for employees who require further assistance.  Ensure managers are trained in the implementation of this procedure so they can take relevant action in timely manner.  HR will encourage all employees to fill in and update their sensitive information in iTrent so that we can capture an accurate information and can act proactively to prepare organisational changes and go smoothly. |
| Is there a need to address any gaps in evidence? | Going forward HR will monitor outcomes of the protected characteristics of those employees who are affected by organisational changes, and review and identify if particular groups are selected redundancy process disproportionally.  Working closely with HR Partners who deal organisation changes with managers to log if there are any specific issues arisen related to the employees with protected character during the process. |
| How will equality be advanced/ good relations be fostered? | The purpose of this procedure is to provide a non-discriminatory, fair and timely process for the management of organisation change at the College. In addition to this, understanding and awareness of the behaviours and actions of employees with protected character is crucial.  This procedure provides a framework for managing change effectively, fairly and consistently through planning, consultation and communication. |
| Who has been involved in carrying out this assessment? | HR team. |
| If you cannot fully review the impact now, what else must be done, by/with whom and why? |  |

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| **Recommended decision:** (place an x against relevant outcome)  See note 9 | Outcome 1: Proceed – no potential identified for discrimination or adverse impact, and all opportunities to promote equality have been taken |  |
| Outcome 2: Proceed with adjustments to remove barriers identified or to better promote equality | **X** |
| Outcome 3: Continue despite having identified some potential for adverse impact or missed opportunity to promote equality |  |
| Outcome 4: Stop and rethink as actual or potential unlawful discrimination has been identified |  |
| Any other recommendations? | | |
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**Step 5: The monitoring and review stage**

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| **Plan actions to reduce negative impact, advance equality and monitor the impact of the policy, proposal or decision**   * Please indicate if there is any data which needs to be collected as part of action to be taken and how often it will be analysed. * Indicate how the person responsible will continue to involve relevant groups and communities in the implementation and monitoring of the policy, etc. * How will the impact of the policy/procedure/decision be monitored?   See Note 10 | | |
| **Action to be Taken:** | **Person Responsible:** | **Completion/Review Date:** |
| All relevant information is recorded and monitored if the process is followed appropriately and no unfair discrimination occurs. | HR Team | Ongoing |
| Collect feedback from HR Partners if they receive any feedback or claims from protected characteristic employees affected. | HR Partners | Ongoing |
| Undertake a 3-yearly review of the policy and procedure, or sooner if legislative changes require it, to ensure it remains in line with current legislation, terminology etc. | Sue Clyne (as part of the management/union group) | Ongoing – every 3 years |
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| **Signature of Lead:**  **Date: 7 November 2024** | | |

**Step 6 – Review and Publication**

See Note 11

Please send the completed EIA record to [equality@edinburghcollege.ac.uk](mailto:equality@edinburghcollege.ac.uk) for

* review by Quality and Improvement;
* publication in whole or in part on the College website.

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| **Date of Review** | **17 December 2024** |
| **Date of Publication** | **11 March 2025** |