

Integrated Impact Assessment (IIA)

Part 1 Scoping

1 Details of the Proposal

Title of Proposal:	Retention & Redeployment Policy and Procedure
What is it?	A new Policy/Strategy/Practice <input type="checkbox"/> A revised Policy/Strategy/Practice X <input type="checkbox"/>
Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).	<p>The overall aim of this Policy is to retain employees with valuable skills and experience in the employment of Scottish Borders Council (“the Council”) if their existing role ends.. It also aims to meet the Council’s legal obligations, including offering suitable alternative employment to employees at risk of redundancy.</p> <p>The Policy outlines the Council’s approach to the redeployment of staff and provides guidelines on the treatment of staff that are at risk of redundancy, or where individual circumstances mean it is appropriate to consider them for another role. The Policy also sets out to ensure that all staff subject to redeployment are treated in a fair, consistent and transparent manner, consistent with the Council’s obligations under the Equality Act 2010.</p>

	Whilst this assessment considers each individual protected characteristic in terms of the Equality Act 2010 it should be noted that the practices and processes included within this Policy aim to positively impact on all of the equality groups as set out below. In addition the review has been based on qualitative (as opposed to quantitative) aspects of the Policy itself in order to ensure that the Policy remains relevant and fit for purpose.
Service Area: Department:	Human Resources
Lead Officer: (Name and job title)	Iain Davidson Employee Relations Manager
Other Officers/Partners involved: (List names, job titles and organisations)	Mark Williamson, HR Business Partner
Date(s) IIA completed:	25 th May 2022

2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes <i>(please delete as applicable)</i>
The policy and procedure deals with redeployment situations arising from: <ul style="list-style-type: none"> • disability • discipline (usually as an alternative to dismissal)

- grievance
- health
- health and safety
- redundancy

Consequently this policy should be read in conjunction with the following SBC Human Resources Policies:

- Attendance Management
- Disability (Reasonable Adjustments Policy)
- Disciplinary Procedures for Misconduct
- Disturbance Allowance Policy
- Grievance Policy and Procedure
- Managing Work Performance Policy
- Redundancy Policy and Procedures

This policy should also be read in conjunction with the General Health and Safety Risk Assessment Policy.

3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010?

(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter “No” and go to Section 3.2.)

Equality Duty

Reasoning:

Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*

The focus on retention of employees will help eliminate discrimination.

Promotion of equality of opportunity? <i>(Will your proposal help or hinder the Council with this)</i>	The Policy promotes equality of opportunity as it sets out a clear procedure that is applicable to all regardless of protected characteristic and focusses on retaining employees with the Council..
Foster good relations? <i>(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)</i>	There is no direct relevance to this arm of the duty.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			Please explain the potential impacts and how you know this
	No Impact	Positive Impact	Negative Impact	
Age Older or younger people or a specific age grouping	x			
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		x		Disability is one of the grounds which may lead to this policy being used. The policy provides that reasonable adjustments will be made to the working environment or any specific duties of the original post or a potential new post where required. . The policy also details that staff with a disability may be given priority in redeployment opportunities, even where other employees are seeking redeployment, as part of the duty to consider reasonable adjustments for employees with a disability.

				The focus is on retaining the employment of employees with a disability.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X			
Marriage or Civil Partnership people who are married or in a civil partnership	X			
Pregnancy and Maternity (refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth),		X		In accordance with the Council's legal obligations this Policy provides particular priority to women who are pregnant or on maternity leave and at risk of redundancy. If a suitable post is available, they will be offered that post in preference to others.
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)		X		The policy provides for personal circumstances to be taken into account, allowing employees with particular requirements because of religious observance to find a role which accommodates these.
Sex women and men (girls and boys)		X		Taking into account personal circumstances includes caring responsibilities. This is likely to benefit women more than men. In particular the Retention and Redeployment Employee Registration Form asks employees to state restrictions on working patterns, and states that preferred working arrangements will be taken into account where possible. This should benefit those employees who are responsible for arranging/providing childcare and who may find it more difficult to change their working hours.

Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual	X			
<p>3.3 Fairer Scotland Duty</p> <p>This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.</p> <p>The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.</p>				
<p>Is the proposal strategic?</p> <p>No</p> <p>Whilst this Policy is a Corporate document it is considered that it is not relevant to the Fairer Scotland Duty.</p> <p>If No go to Section 4</p>				
<p>If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:</p>				
	Impact			State here how you know this
	No Impact	Positive Impact	Negative Impact	
<p>Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>				
<p>Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken</p>				

electrical goods, warm home, leisure and hobbies				
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)				
Socio-economic Background – social class i.e. parents' education, employment and income				
Looked after and accommodated children and young people				
Carers paid and unpaid including family members				
Homelessness				
Addictions and substance use				
Those involved within the criminal justice system				

4 Full Integrated Impact Assessment Required

Select No if you have answered “No” to all of Sections 3.1 – 3.3.

No *(please delete as applicable)*

If a full impact assessment is not required briefly explain why there are no effects and provide justification for the decision.


This is a review of the existing Retention & Redeployment Policy and Procedure. The Policy provides guidance and a procedure that when applied should ensure fairness in its application.

The context of this Policy is that the Council will work actively to retain staff and seek suitable alternative employment. This will include retraining, seeking specialist occupational health advice where necessary and priority status interviews. It is anticipated that these efforts will reduce the need for termination of employment.

The Policy promotes good practice by prominently stating that employees will be treated fairly and that the Council is committed to ensuring that discrimination does not occur.

Redeployment opportunities are sought on a Council wide basis, which should also increase retention. All of these factors should result in a positive impact on all staff who are employed by the Council.

Furthermore, In accordance with the Council's HR Policy Review Programme or as required by legislative requirements this Policy and its associated procedure will be reviewed at least every two years in order to ensure that it remains relevant and fit for purpose.

Signed by Lead Officer:	Iain Davidson
Designation:	Employee Relations Manager
Date:	25/05/2022
Counter Signature Director	
Date:	25/05/2022

Part 2 Full Integrated Impact Assessment

5 Data and Information

What evidence has been used to inform this proposal?

(Information can include, for example, surveys, databases, focus groups, in-depth interviews, pilot projects, reviews of complaints made, user feedback, academic publications and consultants' reports).

Please state your answer here

Describe any gaps in the available evidence,-then record this within the improvement plan together with all of the actions you are taking in relation to this (e.g. new research, further analysis, and when this is planned)

Please state your answer here

6 Consultation and Involvement

Which groups are involved in this process and describe their involvement

Please state your answer here

Describe any planned involvement saying when this will take place and who is responsible for managing the process

Please state your answer here

Describe the results of any involvement and how you have taken this into account.

Please state your answer here

What have you learned from the evidence you have and the involvement undertaken? Does the initial assessment remain valid?

What new (if any) impacts have become evident?

(Describe the conclusion(s) you have reached from the evidence, and state where the information can be found.)

Please state your answer here

7 Mitigating Actions and Recommendations

Consider whether:

Could you modify the proposal to eliminate discrimination or reduce any identified negative impacts?
(If necessary, consider other ways in which you could meet the aims and objectives of the proposal.)

Could you modify the proposal to increase equality and, if relevant, reduce poverty and socioeconomic disadvantage?

Describe any modifications which you can make without further delay (e.g. easy, few resource implications)

Mitigation Please summarise all mitigations for approval by the decision makers who will approve your proposal			
Equality Characteristic/Socio economic factor	Mitigation	Resource Implications (financial, people, health, property etc)	Approved Yes/No

8 Recommendation and Reasoning *(select which applies)*

- Implement proposal with no amendments
- Implement proposal taking account of mitigating actions (as outlined above)
- Reject proposal due to disproportionate impact on equality, poverty, health and Socio-economic disadvantage

Reason for recommendation:

Signed by Lead Officer:	
Designation:	
Date:	
Counter Signature (Service Director):	
Date:	

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This assessment should be presented to those making a decision about the progression of your proposal.

If it is agreed that your proposal will progress, you must send an electronic copy to corporate communications to publish on the webpage within 3 weeks of the decision.

Complete the below two sections. For your records, please keep a copy of this Integrated Impact Assessment form.

Action Plan (complete if required)

Actioner Name:	Action Date:
What is the issue?	
What action will be taken?	
Progress against the action:	
Action completed:	Date completed:

Monitoring and Review

State how the implementation and impact of the proposal will be monitored, including implementation of any amendments? For example what type of monitoring will there be? How frequent?

Please state your answer here

What are the practical arrangements for monitoring? For example who will put this in place? When will it start?

Please state your answer here

When is the proposal due for review?

Please state your answer here

Who is responsible for ensuring that this happens?

Please state your answer here