



## Equality Impact Assessment

Before carrying out EqIA, you should familiarise yourself with the University's EqIA Policy Statement and Guidance and Checklist Notes, and undertake our online training on Equality and Diversity and EqIA. These, along with further information and resources, are available at [www.ed.ac.uk/schools-departments/equality-diversity/impact-assessment](http://www.ed.ac.uk/schools-departments/equality-diversity/impact-assessment)

EqIA covers policies, provisions, criteria, functions, practices and activities, including decisions and the delivery of services, but will be referred to as 'policy/practice' hereinafter.

**A. Policy/Practice (name or brief description):**

**Review of Professional Services teams:** a project to review and restructure the professional services teams in Edinburgh Futures Institute.

The scope of this project extends to revising job descriptions, developing new posts, updating responsibilities and changing reporting management structures.

**B. Reason for Equality Impact Assessment (Mark **yes** against the applicable reason):**

- Proposed new policy/practice
- Proposed change to an existing policy/practice - **Yes**
- Undertaking a review of an existing policy/practice - **Yes**
- Other (please state):

**C. Person responsible for the policy area or practice:**

Name: Jude Henderson

Job title: Chief Operating Officer

School/service/unit: EFI

**D. An Impact Assessment should be carried out if any of the following apply to the policy/practice, if it:**

- affects primary or high level functions of the University
- is relevant to the promotion of equality (in terms of the Public Sector Equality Duty 'needs' as set out in the Policy and Guidance)?
- It is one which interested parties could reasonably expect the University to have carried out an EqIA?

**E. Equality Groups**

To which equality groups is the policy/practice relevant and why? (add notes against the following applicable equality group/s)

**Age** – Change can impact staff regardless of age, and the perception of change and how staff experience it is affected by a number of variables. However there is some evidence that adaptability to change can deteriorate with age.

Mitigation: All affected staff will be invited to individual, informal one-to-one meetings to discuss the proposed changes. These meetings are designed to allow staff to ask questions and go through what the changes mean for them individually. Managers are available following these meetings for any follow up questions and staff can email the EFI exec team with any questions or comments.

Staff whose roles will be significantly impacted will be invited to a consultation meeting where they can also speak to an HR representative. They may also seek support from a trade union representative.

Once staff have moved to the new structure, individual development plans will be created to support staff in any new areas of responsibility.

Where possible existing hybrid and flexible working arrangements will be maintained, and will be proactively discussed with new joiners in line with the University's policies.

Growing the team via external recruitment and advertising new roles which require different skillsets presents an opportunity to increase diversity within the department and proactively address underrepresentation. Following the University's recruitment best practice and guidance will ensure recruitment processes are fair and unbiased.

**Disability** – The new posts in the structure will not introduce any new physical requirements to roles. However, it is possible that people with non-physical disabilities may be affected by the changes introduced by this change.

Mitigation: The recruitment process for any new posts in the structures will continue to ask candidates to declare a disability and invites to interview will continue to ask candidates to state if they need any adjustments, help or support to be able to attend the interview. Adjustments will also be offered at any formal consultation meetings.

If existing line managers are aware of any staff in their teams with a disability, they will conduct an individual assessment of the changes that are planned for that person. Impacted employees' existing reasonable adjustments will be reviewed and transferred into the new position. Support will be offered, including but not limited to additional flexibility around the timescales for implementing the changes, additional guidance and training, as well as a reminder about the existing University flexible working policy. If required, managers will be guided to make a referral to the Staff Disability Advice Service.

Where possible existing hybrid and flexible working arrangements will be maintained, and will be proactively discussed with new joiners in line with the University's policies.

Growing the team via external recruitment and advertising new roles which require different skillsets presents an opportunity to increase diversity within the department and proactively address underrepresentation. Following the University's recruitment best practice and guidance will ensure recruitment processes are fair and unbiased.

**Race (including ethnicity and nationality); Sex; Sexual orientation; Gender reassignment** – The process of matching staff to roles and recruiting to new posts may be

open to unconscious or conscious discrimination with respect to race, sex, sexual orientation or gender reassignment.

Mitigation: The managers leading this change will follow HR advice with regard to matching existing staff to roles and will have undertaken the mandatory 'Challenging Unconscious Bias' online training prior to participating in the process.

Recruitment panel members must also complete the 'Equality and Diversity Essentials' online training course as well as the course above prior to participating in recruitment selection panels. Both training courses are available through People and Money.

Where possible existing hybrid and flexible working arrangements will be maintained, and will be proactively discussed with new joiners in line with the University's policies.

Growing the team via external recruitment and advertising new roles which require different skillsets presents an opportunity to increase diversity within the department and proactively address underrepresentation. Following the University's recruitment best practice and guidance will ensure recruitment processes are fair and unbiased.

**Religion or belief** – no known impact to this protected group

**Pregnancy and maternity** – The project aims to replace posts that are currently fixed term with permanent, open-ended contracts which should reduce any uncertainty for staff who are considering starting a family. However, it is possible that during the consultation period, uncertainty around future posts may cause staff who are considering starting a family to have some concerns. Prospective partners considering shared parental leave may also have some questions around the uncertainty of future posts.

Mitigation: The consultation period will provide opportunities for individual affected staff members to meet with their line manager to discuss any concerns. The University's family friendly HR policies will also continue to apply.

There are no affected staff members currently on family leave.

**Marriage or civil partnership**<sup>1</sup> - no known impact to this protected group

Add notes against the following applicable statements:

- On any available information about the needs of relevant equality groups:
- Any gaps in evidence/insufficient information to properly assess the policy, and how this be will be addressed:
- If application of this policy/practice leads to discrimination (direct or indirect), harassment, victimisation, less favourable treatment for particular equality groups:
- If the policy/practice contributes to advancing equality of opportunity<sup>2</sup>
- If there is an opportunity in applying this policy/practice to foster good relations:

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<sup>1</sup> Note: only the duty to eliminate discrimination applies to marriage and civil partnership. There is no need to have regard to advancing equality or opportunity or fostering good relations in this respect.

<sup>2</sup> This question does not apply to the protected characteristic of marriage or civil partnership

- If the policy/practice create any barriers for any other groups?
- How the communication of the policy/practice is made accessible to all groups, if relevant?
- How equality groups or communities are involved in the development, review and/or monitoring of the policy or practice?
- Any potential or actual impact of applying the policy or practice, with regard to the need to eliminate discrimination, advance equality and promote good relations:

#### F. Equality Impact Assessment Outcome

Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision

~~**Option 1:** No change required – the assessment is that the policy/practice is/will be robust.~~

**Option 2:** Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.

~~**Option 3:** Continue the policy or practice despite the potential for adverse impact, and which can be mitigated/or justified~~

~~**Option 4:** Stop the policy or practice as there are adverse effects cannot be prevented/mitigated/or justified.~~

#### G. Action and Monitoring

1. Specify the actions required for implementing findings of this EqIA and how the policy or practice will be monitored in relation to its equality impact (or note where this is specified above).

This EqIA will be published and will be also emailed directly to the line managers of the affected staff.

The EqIA will also be copied to the central University Equality & Diversity team who are responsible for checking all assessments.

2. When will the policy/practice next be reviewed?

n/a

#### H. Publication of EqIA

Can this EqIA be published in full, now? Yes/~~No~~

If No – please specify when it may be published or indicate restrictions that apply:

#### I. Sign-off

EqIA undertaken by (name(s) and job title(s)): Abi Jowett, HR Partner

Accepted by (name): Jude Henderson, Chief Operating Officer EFI

Date: 12/04/2024

Retain a copy of this form for your own records and send a copy to [equalitydiversity@ed.ac.uk](mailto:equalitydiversity@ed.ac.uk)