

//EQUALITY IMPACT ASSESSMENT

Procedure title:	Phased Retirement Policy
Procedure lead/ owner:	HR Business Partner
Others involved in EqlA assessment group	Assessment group included: HR Adviser, HRBP
Procedure implementation date:	11/12/2023

1 Framing the Procedure

1.1 Briefly describe the outcomes, aims and purpose of the Procedure:

This Policy sets out the entitlements and support available to employees who wish to take phased retirement.

The Policy sets out the procedure for employees and managers in using phased retirement.

1.2 Is the Procedure new or being changed, reviewed or stopped?

Review in line with Procedure review cycle.

1.3 Who is affected by this Procedure?

This Procedure applies to all eligible employees who have a contract of employment with SRUC.

1.4 Are there any other SRUC policies that may be affected by this Procedure?

[Special Leave](#), Retirement, Flexible Working,

Evidence relevant to the Procedure including consultation

The information you gather in this section will:

- help you to understand the importance of your Procedure/ practice/ process/ service for different equality groups,
- inform the depth of equality impact assessment you need to do (this should be proportional to the potential impact on equality groups), and
- provide justification and an audit trail behind your decisions, including where it is agreed an equality impact assessment is not required.

1.5 Evidence: Set out in the table what you know about the experiences of people in terms of each equality group. Consider the diversity within each group (e.g. experiences of people from different religions or faiths) as well as the differences between groups. There may also be cumulative barriers experienced by people when you look at more than one group together (e.g. experiences of women of different minority ethnic groups, so the intersectional impact of sex and race).

You can add more rows to present the evidence if required.

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the Procedure/ practice/ process/ service? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
Age	Internal data	<p>According to SRUC internal data, the highest proportion age range of employees are between 50–54 at 13.5% in 2022. This is followed by employees aged 55 to 59 at 12.1%.</p> <p>Out of the 44 employees who retired from SRUC between Feb 2022 and October 2023, 10 employees accessed the support through the Phased Retirement Policy and were all agreed between 58 and 65.</p>

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the Procedure/ practice/ process/ service? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
		The policy is only eligible to employees whose retirement is linked with age retirement and who have at least 10 years' service.
Disability	Internal data	7.39% of SRUC employees report having a disability. Out of the 10 employees who accessed the Phased Retirement Policy, all reports as having no known disability.
Race		The data collection is insubstantial for reporting
Gender	Internal data	59% of SRUC employees identify as female, 38% as male, 0.2% identify as other and just over 2% of employees prefer not to say/unknown. In comparison, 51% of Scotland's population are women, 49% men. 40% of employees who accessed the phased retirement reported as female, 60% reported as male.
Gender Reassignment	Internal data	The data collection is insubstantial for reporting
Sexual orientation	Internal data ONS	SRUC data shows 74.9% of employee's sexual orientation is heterosexual, 21.7% is unknown/prefer not to say and 3.4% of employees identify within LGBT+ groups. In comparison 95.2% of Scotland's population identify as Heterosexual or straight, 1.8% as gay or lesbian, 1.6% as bisexual, 0.6 as other and 0.7% Don't know or refuse. The internal data collection is insubstantial for reporting
Religion or Belief	Internal data	The data collection is insubstantial for reporting

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the Procedure/ practice/ process/ service? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
Pregnancy or maternity	Internal data	SRUC does not currently collect pregnancy or maternity data for leavers through Equality monitoring.
Marriage or civil partnership	Internal data	The data collection is insubstantial for reporting

- 1.6 Consultation and stakeholder involvement:** Speaking to people who will be affected by your Procedure/ practice/ process/ service can help clarify the impact it will have on different equality groups. Describe below what you learned from the consultation/ involvement. Consultation can take time so make sure that you build this into your Procedure review/ development timeline.

This Policy is currently being developed in consultation with all SRUC recognised Trades Unions, Prospect, EIS and Unison, who represent all staff throughout the organisation.

In addition, as this is an internal Procedure, SRUC will also consult with all employees through the Procedure review process.

- 1.7 Record here if you need to undertake a full equality impact assessment based on your evidence above.**

Outcome of Step 2 following initial evidence gathering and relevance to equality characteristics	Yes/ No (Y or N)	Next steps
There is no relevance to equality	No	Proceed to sign off (step 5) to agree with decision makers that no EqlA is required based on current evidence
There is relevance to some or all of the equality groups	Yes	Proceed to Step 3: complete full EqlA

It is unclear if there is relevance to some or all of the equality groups	Yes	Proceed to Step 3: complete full EqIA
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2 Impact on equality groups and changes to Procedure

You must consider the three aims of the general duty for each protected characteristic. The following questions will help:

- **Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010?** Yes. This will be mitigated by ensuring confidentiality and promoting a fair and consistent application of the Procedure. The Procedure offers legislative minimum requirements. SRUC offers support through the Grievance Procedure and Dignity at Work Procedure to ensure that any potential discrimination, victimisation or harassment can be investigated and addressed. The data around Shared Parental Leave will be reported on under the PSED through the HR MI reporting.
- **Is there potential to advance equality of opportunity between people who share a characteristic and those who do not?** How can this be achieved? The shared parental leave Procedure should advance opportunity for those employees protected by “Pregnancy and maternity” and other employees who have caring responsibilities. The Procedure is available to all employees, regardless of sex. The Procedure uses inclusive language throughout.
- **Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not?** How can this be achieved? Through the promotion of the equality section of the Procedure scope through the rainbow network.
SRUC will launch this Procedure with all family friendly policies (maternity, adoption/surrogacy, paternity/partner) to promote awareness and hopefully lead to an increase of uptake.

2.1 Does the Procedure have any impacts (whether intended or unintended, positive or negative) on any of the equality characteristics? In the tables below, record the impact of the Procedure, as it is planned or as it operates, might have on each equality characteristic and describe what changes in Procedure or actions will be required to mitigate that impact or to take advantage of a positive impact.

Equality group	Public sector equality duty	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. E.g. to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.
		Positive impact	Negative impact	No impact	
Age	Potential for discrimination	X			The policy is linked with age retirement.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			
Disability	Potential for discrimination			X	<p>The policy explains that employees who are leaving the organisation through ill health retirement are still able to access the benefits through the phased retirement.</p> <p>The policy uses inclusive language. The policy is formatted to promote accessibility. The policy also offers the employee to access alternative formats. The policy will be published with the option of immersive format and accessibility mode.</p>
	Potential to advance equality of opportunity	X			
	Potential to foster good relations	X			
Race	Potential for discrimination			X	<p>SRUC does not restrict access to the policy based on this protected characteristic.</p> <p>Managers guidance and support will be made available throughout the policy and</p>
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			

Equality group	Public sector equality duty	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. E.g. to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.
		Positive impact	Negative impact	No impact	
					supporting documents for all employees to access in a range of ways.
Sex	Potential for discrimination			X	SRUC does not restrict access to the policy based on this protected characteristic.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			
Gender Reassignment	Potential for discrimination			X	SRUC does not restrict access to the Procedure based on this protected characteristic. The Procedure uses gender neutral language throughout.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			
Sexual orientation	Potential for discrimination			X	SRUC does not restrict access to the Procedure based on this protected characteristic. The procedure will be launched and promoted in a range of areas throughout SRUC, including the Rainbow Staff Network. The Procedure uses gender neutral language throughout.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			
Religion or Belief	Potential for discrimination			X	SRUC does not restrict access to the Procedure based on this protected characteristic.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			

Equality group	Public sector equality duty	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. E.g. to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.
		Positive impact	Negative impact	No impact	
Pregnancy or maternity	Potential for discrimination			X	SRUC does not restrict access to the Procedure based on this protected characteristic.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			
Marriage or civil partnership (in employment)	Potential for discrimination			X	SRUC does not restrict access to the Procedure based on this protected characteristic.
	Potential to advance equality of opportunity			X	
	Potential to foster good relations	X			

2.2 Think about and describe below how your assessment impacts on your Procedure review/ development timeline including but not limited to:

- Procurement criteria: do you need to include specific equality criteria as part of the technical specification ?
- Communication plan/ products: do you need to communicate with people affected by this Procedure/ practice/ service/ process in a specific format (e.g. audio, subtitled video, different languages)?
- Cost: do you propose any actions because of this assessment which will incur additional cost?
- Resources: do the actions you propose require additional or specialist resource to deliver them?

2.3 Record the outcome of this assessment below having considered the potential or actual impacts of your Procedure/ practice/ process/ service on equality groups. Choose from one of the following (mark with an X or delete as appropriate):

Note: You must take action to remove barriers or take advantage of positive opportunities BEFORE the Procedure goes live.

Please select (X)	Implications for the Procedure/ practice/ process/ service
X	No major change: Your assessment demonstrates that the Procedure service is robust. The evidence shows no potential for unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the Procedure: You need to take steps to remove any barriers, to better advance equality of to foster good relations. You have set actions to address this and have clear ways of monitoring the impact of the Procedure when implemented.
	Continue the Procedure: The Procedure will continue despite the potential for adverse impact. You have justified this with this assessment and shown how this decision is compatible with our obligations under the public sector equality duty. When you believe any discrimination can be objectively justified you must record in this assessment what this is and how the decision was reached.
	Stop and remove the Procedure: The Procedure will not be implemented due to adverse effects that are not justified and cannot be mitigated.

3 Monitoring Procedure impact and further actions

It is important to continue to monitor the impact of your Procedure/ practice/ process/ service on equality groups to ensure that your actual or likely impacts are those you recorded. Your monitoring information will also inform a future review of the Procedure.

3.1 Record in the table below how you intend to monitor the impact of this Procedure/ practice/ process/ service on equality groups. In the table below you should:

- list the relevant measures,
- Identify who or which team is responsible for implementing or monitoring any changes
- Where the measure will be reported to (e.g. committee, ELT, Board) and how often.

Measure	Lead department/ individual	Reporting (where/ frequency)
Phased retirement uptake	HR	Annual

3.2 Record further actions or changes required after the Procedure is implemented in the table below. Make it clear if there are no outstanding actions.

Action	Lead department/ individual	Action target date
Managers guidance to sit alongside the Phased Retirement Policy	HR	January 2024
Phased Retirement Policy promoted through HR drop in Sessions	HR	January 2024

4 Sign off and future review

Equality impact assessments must be signed off by the relevant Head of Service/ Department, even where an EqlA is not required. Also note here when you plan to review the Procedure and accompanying EqlA which should be no later than 5 years from Procedure implementation.

4.1 Senior Responsible Owner/ Committee sign off.

Job/ Committee title: Chief People Officer

Date: 09/01/2024

4.2 Equality impact assessment review date.

Date: 09/01/2029

Important: You must send the final version of this equality impact assessment to:

- the Equality Diversity & Inclusion Lead.
- the Communications team for publication on SRUC's equality page on the external website.

Document control		
Document control:		V0.1
Date Procedure live from:		01/02/2024
Review/ Approval Group:		Human Resources
Last reviewed:		01/02/2024
Review cycle:		No more than five years
Document change log		
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