



# Equality Impact Assessment Record Form

## Employee Adjustment Procedure



## Equality Impact Assessments

Directorate	Service	Person responsible for the assessment	Date assessment completed
Resources	Human Resources/Organisational Development	Sally Morgan	29/09/2009
<b>Title of the policy being assessed</b>	Employee Adjustment Procedure		
<b>The status of the policy</b>	Existing (due to be reviewed)		
<b>1. What are the aims, objectives and purposes of the policy?</b>	<p>Provides guidelines for dealing with situations where there is a need to reduce / adjust the permanent workforce of North Norfolk District Council.</p> <p>The aim is to avoid redundancy where possible, making clear the steps that will be taken to do this.</p> <p>It also sets out what benefits are available in the instance that redundancy cannot be avoided.</p>		
<b>2. Does the policy support other objectives of the council?</b>	<p>Yes:</p> <ul style="list-style-type: none"> <li>• Corporate Plan – Values of ‘valuing staff’ – by protecting job security where possible and ‘sustainability’ – through ensuring the Council’s viability and it is efficient in its staffing (sometimes achieved by organisational changes such as restructuring) to give an enduring and good service to customers (see page 15 of the plan)</li> <li>• ‘Pension, Retirement and Discretionary Compensation payments’ – up to date information on retirement and options including the Council’s discretions on applying its policies on compensation for those made redundant</li> <li>• Compliance with legislation - legislation surrounding redundancy payments; notice; consultation etc – for example: <ul style="list-style-type: none"> <li>○ Local Government Pensions Regulations 2006</li> <li>○ The Local Government (Early Termination of Employment) (Discretionary Compensation) (England &amp; Wales) Regulations 2006</li> <li>○ Employment Rights Act 1996</li> <li>○ Trade Union and Labour Relations (Consolidation) Act 1992</li> </ul> </li> <li>• The Local Government pension scheme.</li> <li>• The Council’s Recruitment and Selection process (section 5 of the procedure). The recruitment and selection process is currently being assessed for equality impact.</li> </ul>		

<p><b>3. Who is intended to benefit from the policy, and in what way?</b></p>	<p><u>All permanent employees</u> – a commitment to avoiding redundancies and prolonging job security where possible; a structure in place to handle organisational changes that may affect the future of their work life; appropriate compensation where redundancy is unavoidable  <u>Human Resources</u> – in guiding and supporting managers when it is necessary to make structural changes  <u>All managers</u> – information for them and their staff on what will happen in adjustment situations  <u>Members</u> – information about the procedure and their role, where part of the Council's Appeal Panel.  <u>Trade unions</u> – a procedure in place which aims to protect the job security of their members and to ensure they are treated fairly in times of organisational change  <u>All customers &amp; service users</u> – avoiding redundancies where possible retains skills in the workforce to serve customers better; reorganisations for efficiency should provide Council Tax payers more value for money  <u>ICAS (Employee Assistance Programme)</u> – Provides the telephone advisers with contextual information on which they can base their advice, when contacted by a member of staff</p>			
<p><b>4. What outcomes are anticipated from the policy being in place?</b></p>	<p>A framework for dealing with situations where redundancies are a possibility  Information on the process for Managers, Employees, Members, Trade Unions and Human Resources  Sets out compensation for employees made redundant, although this has been superseded by 'Pension, Retirement and Discretionary Compensation payments' policy.</p>			
<p><b>5. Identify and select your assessment team.</b></p>	<p><b>Name</b></p>		<p><b>Role</b></p>	<p><b>Responsibilities</b></p>
	<p>Sally Morgan  Consultees – see Appendix A</p>		<p>HR Officer  Various</p>	<p>Lead on assessment  Consultees</p>
<p><b>6. What data have you gathered for this assessment? How have you analysed this data?</b></p>	<p><b>Source and Age of Data</b></p>	<p><b>Owner</b></p>	<p><b>Findings</b></p>	<p><b>Data Gaps</b></p>
	<p>Redundancy figures – Cognos reports (2009)  (Cognos is a tool that allows us to create reports from the information held on the Human Resources computer system – 'Resource Link')</p>	<p>Human Resources</p>	<p>In the last 12 months, 3 employees have been made redundant. One</p>	<p>This data is only for the last 12 months. Also whilst it can be analysed in terms of ethnicity, gender,</p>

			was a retirement redundancy and two were ordinary redundancies. See Appendix C for details of all redundancies since 1 April 2005.	age and disability status; it is not possible to analyse this data in terms of sexual orientation or religion/belief as we do not currently collect this information.
	Cognos reports (2009) on profile of workforce (Cognos is a tool that allows us to create reports from the information held on the Human Resources computer system – ‘Resource Link’)	Human Resources	Men and Women in workforce and the amount of each that work part time.	n/a
	Flexible Working Survey (2008)	Human Resources	Employees with caring responsibilities – the most likely group to have caring responsibilities are women, aged 36-55	The data can only be broken down according to gender and age. Data on sexual orientation, disability etc was not collected at this point.
	Use of the Employee Adjustment Procedure including redeployment figures (Appendix D) – Human Resources recollections	Human Resources	There has been limited use of the procedure in practice in recent years.	This is not formally recorded and is based on memory. Not possible to analyse on sexual orientation or religion/belief as we do not currently hold this data for employees.
	Rolls Royce v UNITE (2009) EWHC 2420 (QB) (17 October 2008)	Case Law	It was found by the court that it is	n/a

			not discriminatory to award points for long service in selection for redundancy, as this reflects loyalty and experience.	
	ACAS Guidance on redundancies – Frequently asked questions (ACAS, 2009) at <a href="http://www.acas.org.uk/index.aspx?articleid=1611">http://www.acas.org.uk/index.aspx?articleid=1611</a> And the Booklet 'Redundancy handling' ACAS (2009) <a href="http://www.acas.org.uk/CHttpHandler.ashx?id=877&amp;p=0">http://www.acas.org.uk/CHttpHandler.ashx?id=877&amp;p=0</a>	ACAS – Advisory conciliation and arbitration service.	Guidance on selection criteria for redundancy. Relevant to section 11 of the procedure.	n/a
	INTRAN pages of intranet	Maureen Wells	Services that INTRAN can offer	n/a
	Statutory redundancy calculator	Department of Business, Innovations and Skills.	0.5 week's pay for each full year of service where age during year less than 22  1.0 week's pay for each full year of service where age during year is 22 or above, but less than 41  1.5 weeks' pay for each full year of service where age during year is 41+	n/a
	Views from employee representatives regarding the assessment	Human Resources	Changes made following this consultation are	n/a

			listed in Appendix A.	
	North Norfolk District Councils Accessibility Matters Standards	North Norfolk District Council	Guidelines on how to make information more accessible	n/a
	Labour Force Survey Statistics on Redundancies. ONS (2009)	ONS – Office for National Statistics	Data on age and gender profile of redundancies since 1 April 2005	Not possible to analyse by sexual orientation, disability, religion/belief or race/ethnicity. Data only available to June 30 <sup>th</sup> 2009, where North Norfolk District Council data runs to 31 <sup>st</sup> August 2009. This data includes all sectors if industry, not just Local Government.
<b>7. Who are the main stakeholders of this policy?</b>	<b>Community</b>	<b>Staff/Members</b>		<b>Partners</b>
	<ul style="list-style-type: none"> <li>Residents of North Norfolk by providing a continuous service and value for money via efficient use of resources</li> </ul>	<ul style="list-style-type: none"> <li>All employees</li> <li>All managers</li> <li>Members</li> <li>Trade union representatives</li> <li>Human Resources</li> </ul>		<ul style="list-style-type: none"> <li>ICAS (employee assistance programme provider)</li> </ul>
<b>8. Are there any concerns that the policy could have a negative impact with</b>	<b>No</b>	<b>What evidence (actual data or assumptions) do you have to support this?</b>		
		This procedure applies equally to all permanent employees regardless of their racial or ethnic group and UNISON would have been consulted prior to its introduction. The Council has and operates		

<p><b>regard to race and ethnicity?</b></p>		<p>an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this procedure to reinforce the Policy.</p> <p>It is of note that in the case of redundancy it is the post, rather than the person which is 'redundant'. A redundancy situation is created on the basis of organisational requirements, not personal characteristics. If an employee wanted to make an appeal regarding compulsory redundancy or about their grading protection being removed under section 9.5(i)(b) then this is provided for under section 12 of the procedure. This would allow employees to raise any issues about inequity.</p> <p>'INTRAN' services (translation) would also be available if there was a need to communicate the procedure in another language, for example.</p> <p>100% of those made redundant at North Norfolk District Council since 1 April 2005 (see Appendix C) were of White British origin. This is not surprising given the ethnic make up of the workforce at North Norfolk District Council, which is 95.4% 'White British'. It is not felt that this procedure has an adverse impact on a particular racial or ethnic group.</p>
<p><b>9. Are there any concerns that the policy could have a negative impact with regard to gender?</b></p>	<p style="text-align: center;">Yes – Due to the lack of clarity in the procedure, however in practice it is not felt this is the case.</p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This procedure applies equally to all permanent employees regardless of their gender and UNISON would have been consulted prior to its introduction. The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this procedure to reinforce the Policy.</p> <p>It is of note that in the case of redundancy it is the post, rather than the person which is 'redundant'. A redundancy situation is created on</p>

	<p>the basis of organisational requirements, not personal characteristics. If an employee wanted to make an appeal regarding compulsory redundancy or about their grading protection being removed under section 9.5(i)(b) then this is provided for under section 12 of the procedure. This would allow employees to raise any issues about inequity.</p> <p>Absence is included in point (iv) of section 11.1 as a criterion which will be used in selection for redundancy. It is not made clear whether or not the reasons for the absence will be taken into account. It is also not made clear that this does not make reference to maternity leave (which could leave the criteria biased against women) however, being on maternity leave does not affect continuous service which is considered in point (v) of section 11.1. It is the view of Human Resources that 'absence' in this context would not include that relating to maternity/paternity to ensure the procedure does not adversely affect women. Consideration should also be given to pregnancy related sickness. 'Attendance Record' is one of the selection criterion suggested by ACAS to be used in selecting for redundancy, however they do also add that the record should be accurate and the extent of the absence known.</p> <p>Women are more likely to be working part time (40.7% of women, compared to 16.5% of men at North Norfolk District Council). Therefore to ensure that all employees receive the information on any changes to the procedure in the future, any briefing sessions would need to be timed appropriately to catch as many employees as possible – e.g. different days of the week, times etc. The procedure should also be communicated in a number of different formats – intranet, briefing newsletter, team briefings etc. All communications should comply with the Council Accessibility Matters Standards.</p> <p>There would be a further implication of women being more likely to work part time in that they would be likely to want to work part time in a new position when redeployed. This should not largely be a</p>
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		<p>problem, as the current data shows that just under 32% of our jobs are currently part time, and we also have a job sharing policy in place, whereby part time employees could be considered for a full time vacancy subject to a job share being viable. There are also flexible working hours available, where women (and men) can balance their outside caring responsibilities with work (results of the Flexible Working Survey (2008) showing that more women had caring responsibilities at North Norfolk District Council).</p> <p>The figures for redundancies at North Norfolk District Council since 1 April 2005 (see Appendix C) show that more men were made redundant than women (63.64% compared to 36.36% of women). Whilst this reflects the national trends (64.6% of redundancies were males), it is not representative of the gender profile of the workforce (with 62.4% of employees at North Norfolk District Council being female). Three further females have been placed in a redundancy position, but have been redeployed elsewhere in the Council (see Appendix D).</p> <p>However because the numbers are small there is only a difference of three redundancies between men and women at North Norfolk District Council and in total the figures for potential redundancies are the same if you add the three redeployed females. Therefore this is not felt to be significant; however, it will continue to be monitored. There are also actions in Appendix B to address issues of clarity in the procedure.</p>
<p><b>10.Are there any concerns that the policy could have a negative impact with regard to disability?</b></p>		<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p>

	<p style="text-align: center;"><b>Yes</b>  <b>- Clarity is needed surrounding reasonable adjustments</b></p>	<p>This procedure applies equally to all permanent employees regardless of their disability status and UNISON would have been consulted prior to its introduction. The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this procedure to reinforce the Policy.</p> <p>It is of note that in the case of redundancy it is the post, rather than the person which is 'redundant'. A redundancy situation is created on the basis of organisational requirements, not personal characteristics. If an employee wanted to make an appeal regarding compulsory redundancy or about their grading protection being removed under section 9.5(i)(b) then this is provided for under section 12 of the procedure. This would allow employees to raise any issues about inequity.</p> <p>There are a number of areas in this procedure where disability should be considered: -</p> <ul style="list-style-type: none"> <li>• Absence is included in point (iv) of section 11.1 as a criterion which will be used in selection for redundancy. It is not made clear whether or not the reasons for the absence will be taken into account. For example, if this is sickness absence, it may follow that in some cases disability may lead to more frequent or extended sickness absence as well as the possibility of more medical appointments. Although 'Attendance Record' is one of the selection criterion suggested by ACAS to be used in selecting for redundancy, they also recommend that absences relating to an employee's disability should be discounted when using attendance as a selection criterion. Also, evidence from Employers forum on disability actually states that '<i>disabled people in work tend to have better attendance records, stay with employers longer and have fewer accidents at work</i>'. (The issue of disability related absence is considered further in the Equality Impact Assessment for the Attendance Policy)</li> </ul>
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		<ul style="list-style-type: none"> <li>• It would also be pertinent to consider health capability and reasonable adjustments when considering redeployment under section 9. This is not mentioned directly, but the 'suitability' of a person for a post is considered – which would include this. Advice from Occupational Health would be taken as necessary.</li> </ul> <p>This procedure should be communicated in a number of different forms – e.g. intranet, team briefing &amp; briefing newsletter. Communications would need to comply with the Council's Accessibility Standards. 'INTRAN' services (translation) would also be available if there was a need to communicate the procedure in sign language or Braille for example.</p> <p>None of the employees made redundant by North Norfolk District Council since 1 April 2005 had declared themselves as disabled. This is not surprising given the profile of the workforce with only 3.48% of staff currently declaring themselves as disabled. It is not felt that there is an adverse effect on disabled employees in terms of actual redundancies, however there are areas of the policy which could be improved and clarified to ensure there is no adverse impact in any element of application. See Appendix B for action plan.</p>
<p><b>11. Are there any concerns that the policy could have a negative impact with regard to age?</b></p>	<p style="text-align: center;"><b>Yes</b>  <b>– Further monitoring will need to be carried out to identify whether or not there is an adverse impact.</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This procedure applies equally to all permanent employees regardless of their age and UNISON would have been consulted prior to its introduction. The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no 'equalities statement' in this procedure to reinforce the Policy.</p> <p>It is of note that in the case of redundancy it is the post, rather than the person which is 'redundant'. A redundancy is made on the basis of organisational requirements, not personal characteristics. If an</p>

	<p>employee wanted to make an appeal regarding compulsory redundancy or about their grading protection being removed under section 9.5(i)(b) then this is provided for under section 12 of the procedure. This would allow employees to raise any issues about inequity.</p> <p>Aggregated continuous local government service is one of the selection criteria for compulsory redundancies under section 11.1 of this procedure. This will be biased towards older members of staff who will have had an opportunity to accrue more continuous service. However in the case of <i>Rolls Royce v UNITE</i> (2009) it was found by the court that it is not discriminatory to use service as a criterion in selection for redundancy, as this reflects loyalty and experience. It is also of note that this is only one of five criteria listed in the procedure and would not be considered in isolation (although this is not made clear in the procedure).</p> <p>In addition to the above, statutory redundancy payments are linked to age and length of service and the statutory age bands form part of the calculator for the Council's discretionary payments. This means that younger members of the workforce are more likely to receive smaller redundancy payments. The statutory age bands are out of the control of North Norfolk District Council and these were adjusted by the Government to remove the upper and lower limits following the introduction on the Employment Equality (Age) Regulations 2006. The age bands for redundancy pay were maintained as the Government believed that there is an objective employment policy justification for their retention.</p> <p>Pension regulations also stipulate the age at which a redundant employee is able to collect pension benefits. Again this is a regulation which is outside of North Norfolk District Council's control.</p> <p>In terms of the age profile of redundancies since 1 April 2005 at North Norfolk District Council, all the redundancies made were for</p>
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		<p>employees above the age of 40, and 72.73% of redundancies were for employees aged over 50. This does not reflect the national average (where only 24.2% of redundancies were people over 50 – ONS, 2009) however, it is noted that the national figures include data from all sectors, not just local government, and therefore are not directly comparable.</p> <p>With only 11 redundancies in total in the last four years the sample is small and includes voluntary as well as compulsory redundancies. However, as 100% of the redundancies at North Norfolk District Council being for those aged 40 and over, compared to a current workforce profile of 63% in this group, the age profile of redundancies in the future will continue to be monitored.</p>
<p><b>12.Are there any concerns that the policy could have a negative impact with regard to religion/belief?</b></p>	<p><b>No</b> <b>– but insufficient data at the moment</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This procedure applies equally to all permanent employees regardless of their religion or belief and UNISON would have been consulted prior to its introduction. The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no ‘equalities statement’ in this procedure to reinforce the Policy.</p> <p>It is of note that in the case of redundancy it is the post, rather than the person which is ‘redundant’. A redundancy situation is created on the basis of organisational requirements, not personal characteristics. If an employee wanted to make an appeal regarding compulsory redundancy or about their grading protection being removed under section 9.5(i)(b) then this is provided for under section 12 of the procedure. This would allow employees to raise any issues about inequity.</p> <p>It is not possible to analyse any data we have on the use of the procedure by religion/belief of employees as we do not currently collect or hold this information. It is not felt that there is anything in the procedure itself that would lend to discrimination or adverse</p>

		impact on the grounds of religion/belief.
<p><b>13. Are there any concerns that the policy could have a negative impact with regard to sexual orientation?</b></p>	<p style="text-align: center;"><b>No</b> – but insufficient data at the moment</p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>This procedure applies equally to all permanent employees regardless of their sexual orientation and UNISON would have been consulted prior to its introduction. The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However there is no ‘equalities statement’ in this procedure to reinforce the Policy.</p> <p>It is of note that in the case of redundancy it is the post, rather than the person which is ‘redundant’. A redundancy situation is created on the basis of organisational requirements, not personal characteristics. If an employee wanted to make an appeal regarding compulsory redundancy or about their grading protection being removed under section 9.5(i)(b) then this is provided for under section 12 of the procedure. This would allow employees to raise any issues about inequity.</p> <p>It is not possible to analyse any data we have on the use of the procedure by sexual orientation of employees as we do not currently collect or hold this information. It is not felt that there is anything in the procedure itself that would lend to discrimination or adverse impact on the grounds of sexual orientation.</p>
<p><b>14. Could the negative impact you have identified in questions 8 - 13 lead to the potential for adverse impact if the policy is implemented?</b></p>	<p style="text-align: center;"><b>Yes</b></p>	<p>At present there is a lack of clarity around gender and disability, particularly in relation to the use of absence as a selection criterion for redundancy, and with regard redeployment for disabled employees. It is not felt that in reality it is a problem, but the policy does not make this clear.</p> <p>In terms of the payments (compensation) an employee might receive if made redundant, these are now set out in the document ‘Pension, Retirement and Discretionary Compensation payments’ (this has</p>

		<p>been equality impact assessed separately). There is reference in the Council's redundancy calculator to the age bands from the statutory calculator, however on reviewing the age bands after the introduction of the Employment Equality (Age) Regulations 2006, the Government decided that these were legitimate and should be retained.</p> <p>Continuous service is taken into account in the selection criteria (section 11); however the use of age related criteria has been justified in recent case law as reflecting loyalty and experience. (Rolls Royce v UNITE, 2009)</p>	
Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?	N/A		
Or any other reason?	Yes	The use of different age bands for calculating redundancy payments is viewed by the government as legitimate. The use of age related criteria has been justified in recent case law as reflecting loyalty and experience. (Rolls Royce v UNITE, 2009)	
Can the impact be mitigated by existing means?	Yes	The impact regarding using absence as a selection criterion is felt to be minimal in practice as best practice would be followed; however this needs to be clear in the policy. The same applies with regard redeployment for disabled people.	
If yes, what actions will you undertake to mitigate these impacts and revise the policy?	Yes	Increased clarity throughout the policy, for details of action plan, see Appendix B.	
15. Describe the arrangements for reporting and publishing this assessment.	This assessment will be reported to the Equality and Diversity Board and will be published on the NNDC external website ( <a href="http://www.northnorfolk.org">www.northnorfolk.org</a> )		
Has this	Yes	Has this assessment been scrutinised by	This has been

assessment been undertaken by a minimum of two staff?		your Directorate Steering Group?	scrutinised by Organisational Development Equality Impact Assessment team
If the policy is new, or requires a decision by Councillors to revise, has this Equality Impact Assessment been included with the report?			Yes
Have any actions identified in this assessment been included in your service equality and diversity action plan?			See Appendix B
Completed by:	Sally Morgan, HR Officer	Signed off by:	Julie Cooke, Organisational Development Manager

## **Appendix A – Consultation information and Edits**

### **People consulted in the assessment:**

- Rod Lee (RL), HR Advisor
- Kate Davison (KD), HR Assistant
- Unison representative (UR)
- Claire Bailey (CB), Community Cohesion Officer

### **Actions taken after consultation:**

- Added legislation to section 2 of this assessment – RL
- Addition of ICAS to sections 3 & 7 – RL
- Link made to disability related absence in the Attendance Policy EqIA - CB

## Appendix B – Action Plan

Action	Expected Outcome	Person responsible	Target date	✓
Include an equalities statement in the Employee Adjustment Procedure	To link the procedure to the wider equalities agenda of North Norfolk District Council and reinforce the Equal Opportunities Policy to ensure all staff treated fairly and consistently regardless of background.	Rod Lee, HR Advisor	ASAP - when the employee adjustment procedure is reviewed.	
Take out Appendix A and refer to the document - 'Pension, Retirement and Discretionary Compensation payments' instead.	To give more up to date information on compensation available.	Rod Lee, HR Advisor	ASAP as interim measure whilst the policy is reviewed.	
Make it clear that no single selection criterion would be taken in isolation	To ensure equity and fairness in selection for redundancy.	Rod Lee, HR Advisor	ASAP - when the employee adjustment procedure is reviewed.	
Formally record and monitor redeployments.	To monitor how well the Council avoids redundancies and to highlight any trends in redeployments	Sally Morgan, HR Officer	With immediate effect.	
Consider disability under section 11.1, point (iv) and in terms of redeployment under section 9	To ensure that the vacancy is suitable for the persons' health capabilities, that we make reasonable adjustments where appropriate and comply with our responsibilities under the Disability Discrimination Act (1995, as amended).	Rod Lee, HR Advisor	ASAP - when the employee adjustment procedure is reviewed.	
Include a statement to show commitment to a 'fair, consistent, objective and non-	To show commitment to a fair, consistent, objective and non-	Rod Lee, HR Advisor	ASAP - when the employee	

discriminatory selection procedure' as recommended by ACAS (2009)	discriminatory selection procedure.		adjustment procedure is reviewed.	
Review the Equality Impact Assessment on an annual basis and a full review every three years; or at the point which the policy is reviewed – whichever is sooner	Continuing commitment to equality, where changes have been made, or new evidence is available	Sally Morgan, HR Officer	When Employee Adjustment Procedure is reviewed or after 12 months – whichever is sooner	
Include Sexual Orientation and Religion/Belief in monitoring of employees in general and therefore in the monitoring of the use of the Employee Adjustment Procedure. This would require an update from current employees and the data to be collected for all new employees. This would also eliminate areas where equality data is 'not known'.	To ensure there is no cause for concern with regard either of these groups in the application of the Procedure.	Sally Morgan, HR Officer	Ready to report on March 2010.	
Make clear what kinds of absences will be considered under section 11.1(iv) and the extent to which they will be taken into consideration	To ensure equality in terms of gender and disability when selecting employees for redundancy. See sections 9 and 10 of this assessment for more details.	Rod Lee, HR Advisor	ASAP - when the employee adjustment procedure is reviewed.	

## Appendix C – Redundancies from 01/04/2005

Financial Year	Total redundancies	Dismissal Redundancy	Retirement redundancy	Disabled Y	Disabled N	M	F	<20	20-29	30-39	40-49	50-59	60-64	65+
2005	3	3	0	0	3	2	1	0	0	0	1	2	0	0
2006	5	3	2	0	5	2	3	0	0	0	2	2	1	0
2007	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2008	1	0	1	0	1	1	0	0	0	0	0	0	1	0
2009*	2	2	0	0	2	2	0	0	0	0	0	0	2	0
2010														
<b>Total</b>	<b>11</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>11</b>	<b>7</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>

\*Figures correct to 31/08/2009

- 100% of those made redundant were of 'White British' origin

**Source:** Permanent Leavers Report 01/04/2005 – 31/08/2009

## Appendix D – Recent redeployments

Redeployments are not formally recorded at present; the following is based on HR recollections:

- Three cases of redeployment are recalled.
- One has been redeployed into a permanent position, the other two are fixed term.
- These were all females, one of which had declared themselves as disabled.
- All of these employees were over 40 years – two were in the 40-49 age group and one in the 50-59 age group.

