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Olympic Delivery Authority

Equality Impact Assessment

Initial screening

Redundancy process



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Introduction

The purpose of an initial screening is to help the Olympic Delivery Authority (ODA) consider the potential impact of its work on the equality groups so that it can prevent discrimination and promote good practices.

'Equality groups' refers to people who have traditionally experienced discrimination or disadvantage, for example:

- Age:

Children, young people and older people (50+);

- Disabled people:

As defined by the Disability Discrimination [Act including](#) sensory or mobility impairment; people with mental health needs, people with long term illnesses/conditions;

- Gender

Women, men and transgender people (who are often seen as a separate group). The focus is generally on women and transgender because of traditional discrimination; however, it is just as important to consider needs and issues which are faced by men;

- Race/ethnicity

Black, Asian and minority ethnic people (BAME), and includes travellers and gypsies, asylum seekers, and refugees

- Sexual orientation/identity:

Lesbians, gay men and bisexuals

- Religion and belief:

People of different religions and faiths including people who are atheists or agnostic

Other people who traditionally experience exclusion or barriers to participation and can be excluded are:

- homeless people
- unemployed people
- people employed on a part-time, temporary or casual basis
- lone parents
- people with caring responsibilities
- people with drug and alcohol problems
- ex-offenders
- people with unrelated convictions

The Equality Impact Assessment (EqIA) process contributes towards the ODA's fulfilment of its statutory duties to promote race, gender and disability equality, by ensuring that identified positive impacts are promoted and celebrated; that any potential adverse impacts are identified and highlighted as issues which require action.

The process also allows the ODA to identify any gaps in its knowledge about the likely impact and take any required action to address these areas.

In addition to meeting its statutory obligations, the ODA uses this process as one of its methods of mainstreaming equality across the business by ensuring that careful consideration is given to the likely impact of their work on its employees, stakeholders and the community with particular focus on those located within the five east London Host Boroughs.

For more information about the ODA's other completed equality assessments please refer the London 2012 website.

2. Context

The ODA is the public body responsible for developing and building the new venues and infrastructure for the London Olympic and Paralympic Games and for their use post 2012. The ODA has its headquarters in Canary Wharf, London and employs approximately 189 permanent employees who are covered by this and the other ODA employment policies and procedures.

As of the 30 June 2009, equality data revealed that approximately 84% of these employees are White, 14% black, Asian and minority ethnic (BAME) and 5% declared having a disability.

As the London 2012 programme evolves, and the ODA discharges its responsibilities it will cease to operate. While the ODA will carry forward some legacy responsibilities, redundancies may arise as the number of jobs required in the post-Games organisation reduces substantially prior to the cessation of operations.

The ODA is keen to ensure that the skills, knowledge and experience of its staffing requirements is retained at all times to deliver its objectives.

2. Purpose of this assessment

This document summarises the assessment the ODA has conducted on its redundancy and redeployment process; considering the likely impact on the equality groups.

Nothing within this assessment is seen to form part of an employee's terms and conditions of employment.

3. Brief description and intended outcomes

The ODA redundancy and redeployment process sets out the approach to dealing with the demobilisation of staff from the programme and the redundancies of its permanent employees including those who have been appointed on Fixed Term contracts of over two years in duration. The procedure does not apply to employees who are seconded or loaned into ODA or who are employed in any other temporary capacity.

The redundancy and redeployment process covers how the ODA will as a minimum meet the statutory consultation periods, communicate redundancy decisions to employees and provide assistance and support to those facing dismissal by reason of redundancy.

Where practicable, the ODA will make all reasonable efforts to reduce the number of redundancies through a variety of options including natural wastage, restrictions on permanent recruitment, and reductions in the use of/termination of temporary, contract or agency staff;

Where redundancy is necessary, the ODA will act in a fair and reasonable manner and will apply good employee relations practice, and equal opportunity best practice.

The ODA's redundancy and redeployment process complies with Cabinet Office guidance for handling redundancy in the public sector and meets current employment law requirements. The ODA process

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includes the provision of a full and comprehensive career transition support service to employees facing redundancy, which will be provided by the ODA's transition support partner. This provision can be designed to specifically meet the needs of individual's personal circumstances and aspirations for the future.

The aim of the ODA's redundancy process is to ensure that the statutory redundancy/redeployment provisions are applied properly and it is designed to eliminate discrimination; ensuring a fair and consistent treatment of all employees.

4. How will you communicate the policy to staff?

It is appreciated that staff will want to know what is happening as the ODA enters a period of demobilisation and will want to understand how this will impact on them. The ODA is committed to ensure that appropriate and effective communication channels are used.

The ODA will liaise with the ODA staff forum closely through any demobilisation activities and will ensure that they are communicated to effectively throughout the process and where appropriate consulted with. The main processes that the ODA will use to communicate to staff will include face-to-face meetings, letters and information sent via e-mail to the affected employees. In addition the ODA will ensure that adequate ODA-wide communication is delivered as appropriate during demobilisation activities.

3. Associated programmes of work

The ODA redundancy and redeployment process is a key element of the ODA's People Strategy and is also associated with work being taken forward across Learning and Development. This process also complies with the aims of the Integrated Equality Scheme and the ODA's Equality & Diversity Strategy.

4. Measuring impact

The ODA does not have any baseline quantitative or qualitative data on this process relating to equalities groups as it has not been previously utilised within the ODA. The ODA is committed to ensuring that all employees, including those on maternity, paternity, parental leave and long-term sickness will be engaged in the process at the same stage as all other affected employees.

The ODA will throughout the process, monitor people selected for redundancy and how this changes the organisational profile and assess the impact of any redundancies on underrepresented groups.

Part B Assessing the impact

Part B requires evidence of research which has been undertaken to determine the level of impact of a programme of work. The following sections must be completed and in all cases, your analysis and decision must be evidence-based.

All monitoring information, research and consultation reports must be referenced clearly and where possible copies attached as appendixes to this assessment.

1. Consultation and engagement

This section includes information about the consultation and engagement, which has taken place on the redundancy and redeployment process.

Internal

The redundancy and redeployment process was originally developed in 2007. At this time the policy was endorsed by Executive Management Board members (EMB) and by the ODA's E&I Board Champion. It was also circulated to all ODA staff for comment as part of a suite of ODA policies that were being developed at the time.

The updated version of the redundancy policy has been circulated for comment amongst the ODA's Staff Forum members, who include employees from across all parts the business with senior management including the Head of Human Resources, and the Director of Finance.

External

The Original redundancy and redeployment process was developed taking account of the Cabinet Office guidance on redundancies within the public sector and the process was sent to our retained external employment law specialists to ensure compliance with latest employment legislation. The updated version of the policy has also been reviewed by our employment law specialists and their suggestions have been adopted. Due to legal privilege details of this information is not replicated within this assessment.

2. Assessing the impact

The ODA policy on redundancy will be applied using fair, and objective criteria.

It is recognised that to ensure individuals are selected using objective criteria, managers will make decisions on redundancy in consultation with the HR department.

The policy also includes an appeals procedure to address complaints from employees who feel that the selection criteria have been unfairly applied. As this policy has not been used there is no evidence on the potential impact of this policy on the equality groups. It is however, recognised that there is a potential for differential impact on disabled individuals due to the redeployment. In applying this policy ODA HR will ensure that sickness related to an employee's disability would not be considered as part of any selection criteria; the ODA will also ensure that reasonable adjustments are considered where a disabled employee is subject to redeployment.

It is also recognised that redundancy processes can potentially impact on older people. The ODA HR team have considered this and feel there will not be adverse impacts on older people within the organisation as the statutory redundancy procedures are being applied and the ODA will not be making any compulsory retirements.

3. Conclusion

Under the Employment Rights Act 1996, a redundancy which meets the legal definition as set by this Act is considered as one of five potentially fair reasons for dismissal. A redundancy is a dismissal in law through voluntary or compulsory selection.

As a result of this initial assessment there is no evidence of potential differential impact on the equality groups and therefore there is need for a full impact assessment.