

**BRISTOL CITY COUNCIL**  
**HUMAN RESOURCES COMMITTEE**

**For Resolution**

**24<sup>th</sup> September 2010**

**Report of:** Chief Executive and  
Service Director: Human Resources

**Title:** Voluntary Severance Scheme

**Officer Presenting Report:** Robert Britton    Service Director: HR  
Sue Grist                      HR Adviser

**Contact Telephone Number:** 0117 92 22669/22225

**RECOMMENDATION**

The Committee is asked to:-

- (1) Approve the attached Voluntary Severance Scheme with effect from 1<sup>st</sup> October 2010;
- (2) apply the (revised) redundancy pay calculator, as per the levels set out in the separate report to this Committee regarding Redundancy Pay, with effect from 1<sup>st</sup> October 2010;
- (3) note that the application of the Voluntary Severance Scheme requires “Head of Paid Service” approval, for its application to designated work groups only; and
- (4) note that this scheme will be reviewed in September 2011, to assess its impact and effectiveness.

**Summary**

Following consideration by the Strategic Leadership Team, it has been decided to draw up a policy for voluntary redundancy and to make such redundancies in accordance with existing HR policies and procedures.

The purpose of seeking voluntary redundancies is to assist in achieving the required reductions in the workforce by avoiding compulsory redundancies wherever possible. The scheme would be used only where it is anticipated at the outset, that the Council would not be able to redeploy displaced employees through the Council's New Opportunities Programme.

The voluntary severance scheme will use the same (revised) payment calculator as per the Redundancy Payments Scheme which is proposed for revision as part of the three HR Change Models now being considered by this Committee.

**The significant issues in the report are:**

- Applications for voluntary redundancy will be invited from employees who are 'at risk' in a given service area where it is anticipated that employee displacements cannot be achieved by other measures (eg redeployment). The scheme will only be applied to designated workgroups determined by the Head of Paid Service.
- The Council reserves the right to refuse an application for voluntary redundancy on operational or business grounds. Some posts may be excluded due to the Council's need to retain specific skills, knowledge and experience within a given service area.
- If an employee is dismissed on the grounds of redundancy, they will be eligible to a redundancy payment in accordance with the Council's Pay Policy to a maximum (cap) at a level to be determined by this Committee (para 4.2 refers).
- Early release of pension and redundancy payments have to be approved by either the Head of Paid Service, or by the HR Committee (for 1st and 2nd tier postholders).
- Selection criteria will be used if the number of volunteers for redundancy exceeds the number of job reductions which are required.

## **1. Policy**

- 1.1 At present the Council does not operate a Voluntary Severance Scheme. Given the need to (further) down-size the Council's workforce, it is now considered appropriate to introduce one.

The Voluntary Severance Scheme would use the same calculator as per

the Redundancy Payments Scheme which is currently proposed for revision (see separate agenda item).

It is not necessary to serve statutory notice of change, so the new Voluntary Severance Scheme could be implemented wef 1<sup>st</sup> October 2010. If approved, the level of severance pay would be less than that of the Redundancy Pay Scheme, during the transitional period from October 2010 until January 2011.

## **2. Consultation**

### **2.1 Internal**

Consultation meetings have taken place on August 9<sup>th</sup>, September 3<sup>rd</sup> and September 10<sup>th</sup>. Views expressed were as follows:

The proposals for a Voluntary Severance Scheme are supported by the Trade Unions, Self Organised Groups, and individuals responding to the consultation process.

The Trade Unions believe that where there are more volunteers for redundancy than the number sought, selection should be based on aggregate local government service. Officers do not believe that selection should be made on these grounds. The proposed selection criteria are set out in the draft scheme contained in Appendix A.

As part of the consultation, the trade unions requested that “knock on” voluntary severance (shifting the incidence of redundancy) should be considered where there are insufficient volunteers in a particular work group. This means that employee/s in the work group affected are redeployed to jobs unaffected by the review, and the employee they replace is granted voluntary severance.

### **2.2 External**

Not applicable.

## **3. Context**

- 3.1 In the current economic climate, there is a need to reduce costs on the pay bill. As part of the “HR Change Models” proposals a number of options have been considered, of which voluntary severance is one.

- 3.2 The Redundancy Voluntary Severance and Pay Protection proposals are considered to form part of an integrated “HR Change” approach aimed at balancing the need to make changes in the Council's structure and workforce, with the need to achieve significant savings in the Council's budget to achieve revised government expenditure reductions.

#### **4. Proposal**

- 4.1 It is recommended that the proposed Voluntary Severance Scheme will be used in selected instances only, to be implemented under the (Chief Executive's) Head of Paid Service delegations for all posts up to and including 3<sup>rd</sup> tier. The approval of the HR Committee would be required for posts at Strategic/Service Director level.
- 4.2 The proposed Voluntary Severance Scheme is as set out in Appendix A.
- 4.3 The severance payments will be at the revised level (“calculator”) determined for redundancy payments (see separate agenda item).

#### **5. Other Options Considered**

- 5.1 Some trade unions requested that an appeal mechanism be introduced where a request is rejected. This is considered to be unworkable as the effect of such an arrangement could be that employees who have had their request approved, may have to have their case suspended, pending an appeal outcome.
- 5.2 At this stage, it is not considered appropriate to introduce “knock on” provisions, but this can be reviewed after the scheme has been in operation for one year.

#### **6. Risk Assessment**

- The application of the Voluntary Severance Scheme may raise employee expectations in areas of the Council where it is unlikely to be used/required.
- Strategic Directors need to ensure business continuity and minimise risk to our customers through careful consideration of any 'volunteers', and the need to retain key skills.
- The cost implications of approving voluntary redundancy must be offset against salary savings to achieve essential budget reductions.

## **7. Equalities Impact Assessment**

See Appendices B and C.

## **8. Legal and Resource Implications**

### **Legal**

The Report details the introduction of a policy on Voluntary Severance. The policy is in accordance with employment legislation.

The Council should ensure that applications are considered on merit to ensure equality of treatment of employees.

Advice from Husinara Jones for Head of Legal Services

### **Financial**

#### **(a) Revenue:**

As the Voluntary Severance Scheme can only be applied where applications are received from employees, it is not possible to provide any meaningful cost implications at this stage. The separate "HRC Change Model" agenda item regarding Redundancy does, however, highlight cost differences between the 3 "Options", which is relevant as a 'calculator' only.

#### **(b) Capital:**

Not applicable.

### **Land**

Not applicable.

### **Personnel**

As set out in paragraphs 4.1 to 4.3, and 6.

**Appendices**

Appendix A - Draft Voluntary Severance Scheme

Appendix B - EqlA (Part one)

Appendix C - EqlA (Part two)

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985****Background Papers:**

None



# VOLUNTARY SEVERANCE PROCEDURE

***Correct at:***

**Author & Owner:**

**Contact:**

**0117**

**Date Adopted:**

History of most recent Policy Changes – Must be completed

Date	Page	Change	Origin of Change (e.g. TU request, change in legislation etc)

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## 1. Introduction

- 1.1. This policy forms part of a number of measures to enable the Council to respond to the need to reduce the level of the Council's workforce (including budgetary pressures), both currently and in the immediate future.
- 1.2 It is considered that a Voluntary Severance Scheme will supplement existing HR policies and procedures as a means of achieving the required reductions in the workforce, thereby avoiding compulsory redundancies wherever possible.

## 2. Scope

- 2.1 The Council's Voluntary Severance Scheme can be used for specified workgroups, where it is considered at the outset that the anticipated reduction (in the workgroup) cannot be achieved by:-
  - vacancy management and (anticipated) employee reductions through normal turnover
  - redeployment via the New Opportunities Programme
  - the application of other "objective" selection criteria, including the termination of casual temporary and fixed term employees who have less than 2 years continuous service, and discontinuing the use of agency workers
- 2.2 This scheme applies to all Council employees except:
  - employees who work in schools where the governing body is responsible for the appointment and dismissal of staff
  - temporary, casual or agency staff (with less than 2 years continuous service)
  - external agency workers, contractors/consultants and persons engaged by the Council who are "self employed"
  - employees on fixed term contracts where the reason for the expiry of the contract would not be redundancy.



### **3. The approval process for voluntary redundancy**

3.1 If deciding whether or not it is appropriate to seek approval for the application of the voluntary Severance Scheme to a particular workgroup, the Service Director and their Business Partners are required to prepare a 'business case', based upon the following employment planning considerations:-

- anticipated reduction in the number and type of jobs
- number of these posts which are currently vacant, filled by temporary/fixed term/overage/agency staff
- current turnover for the workgroup concerned, and the extent to which the reduction in jobs may/may not be met by natural wastage given the anticipated implementation date
- the extent to which council-wide redeployment is viable for the number/type of displaced employees
- the age/service profile of the workgroup
- whether or not vacancy management processes are already, or should be, in place (at directorate level) for the workgroup concerned

The above will enable the directorate/Corporate Finance to give a reasonable estimate of employee displacement costs.

3.2 This information will be submitted to the Head of Paid Service, for consideration/approval.

### **4. Management Responsibilities**

4.1 The responsibilities of management, HR and Finance are as set out above, and further outlined in Section 4 of the Council's Managing Change Policy.

### **5. Voluntary Redundancy**

- 5.1 Expressions of Interest for voluntary redundancy will be invited as a way of avoiding compulsory redundancies. The steps in the process will be:-
- i. securing Head of Paid Service (Service Director: HR) approval regarding the application of the Voluntary Severance Scheme to a defined work group
  - ii. displacing other employers and agency workers as defined in paragraph 2.1 above
  - iii. inviting applications from the designated workgroup, through completion of the Managing Change Expressions of Interest form - Voluntary Severance, available from STS HR
  - iv. deciding which applicants are successful and can be made redundant; and the selection criteria to be used
  - v. approving actual employees for Voluntary Severance or the HR committee in the case of 1<sup>st</sup> and 2<sup>nd</sup> Tier Officers

## **6. Inviting Expressions of Interests for voluntary redundancy**

- 6.1 Expressions of Interest for voluntary severance will be invited from employees in the workgroup where Head of Paid Service approval has been given in accordance with Para 3.1 above.
- 6.2 Employees wishing to be considered for Voluntary Severance will be asked to complete and send a Managing Change's Expression of Interest form - Voluntary Severance to [Stshr.managingchange/specialprojects.gov.uk](http://Stshr.managingchange/specialprojects.gov.uk). These requests will then be considered by the Manager in discussion with the Head of Paid Service or delegated power for the work group concerned.
- 6.3 Expressions of Interest forms will be provided by STS HR to those within the specified workgroup.
- 6.4 Expressions of Interest will be treated confidentially, and at this stage, as an 'expression of interest' only.
- 6.5 Employees who are considering volunteering for voluntary redundancy should seek independent financial advice on the implications of voluntary redundancy upon their own finances.
- 6.6 Following receipt of an Expression of Interest form the Strategic Director's and the Head of Paid Service or delegated power's agreement or the HR Committee (for 1<sup>st</sup> and 2<sup>nd</sup> tier postholders), arrangements will be made for the employee to receive estimated details of the compensatory benefits they would receive should their application for voluntary redundancy be successful. Following receipt of the estimate of the compensatory payments, the employee will then have 10 working days to withdraw their expression of interest in voluntary severance.

## **7. Selection Criteria**

- 7.1 Some posts may be excluded due to the Council's need to retain specific skills, knowledge and experience within a given service area. Generally, where the number of requests is less or equal to the number of applications that are required, they will be approved. However, the Council reserves the right to refuse an application for voluntary redundancy on cost, operational or other business grounds.
- 7.2 Where the number of applications exceeds the number of volunteers sought, selection will be based upon cost, operational or business grounds. Where sufficient volunteers are not forthcoming the Managing Change Policy will be applied to the remaining posts in the work group.

## **8. Voluntary Severance Payments**

### **8.1 Redundancy Payments**

If the request for voluntary severance is approved, the employee will be eligible to a redundancy payment in accordance with the entitlements set out in the revised Voluntary Severance Scheme approved by the HR committee at its meeting on 24<sup>th</sup> September 2010.

The level of payment will be based upon 'actual earnings' to a maximum of £ per week (to be determined).

### **8.2 Access to occupational pension**

If the employee qualifies for early release of pension and they are member of Local Government Pension Scheme, they will receive the pension benefits due to them in accordance with the scheme regulations.

If the employee is a member of the Teachers' Pension Scheme, they will have the option to receive:

- i) a redundancy payment in accordance with the 60 week calculator with no access to premature retirement benefits; or
- ii) a payment in accordance with the 30 week calculator and access to the pension under the teachers' premature retirement regulations.

## **9. Declined Expression of Interest and Appeals**

There is no right to appeal if an Expression of Interest for voluntary redundancy is declined. Employees whose Expressions of Interest are declined will be informed of the reasons, and that they will suffer no detriment to their future career development within the Council.

Where the Expression of Interest of the Voluntary Severance Scheme is not approved by the Head of Paid Service / delegated power, the provisions of the Council's Managing Change Policy and "Methods of Appointment" will apply.

## **10. Notice periods for employees taking voluntary redundancy**

An employee who leaves under the voluntary redundancy scheme will be treated as leaving the Council by mutual consent. However, an employee's leaving date would normally be in accordance with their contractual notice period. This will be inclusive of any outstanding holiday entitlement.

## **11. Monitoring Voluntary redundancy**

(STS) HR will record all applications for voluntary redundancy and the outcome of requests. This will be subject to regular audit and financial scrutiny.

## **12. Date of implementation**

To be determined by the HR Committee.

## **13. Other relevant policies and procedures**

- New Opportunities Procedure
- Pay Policy
- Managing Change Policy

**Voluntary Severance Scheme - Appendix (8) B**

**BRISTOL CITY COUNCIL**

**Equality Impact Assessment – Part One - Screening**

Part one of an EqlA – the screening – should be carried out at the planning and development stage of a policy, project, service, contract or strategy. This form should be used in conjunction with the guidance and as the first part of a full EqlA.

<b>Name of policy, project, service, contract or strategy being assessed</b>	<b>Voluntary Severance Scheme</b>
<b>Directorate and Service</b>	<b>Resources, Strategic HR</b>
<b>Names and roles of officers completing the assessment</b>	<b>Lucy Curtis, HR Advisor</b>
<b>Main contact telephone number</b>	<b>0117 9560299</b>
<b>Date</b>	<b>27 July 2010</b>

**1. Identify the aims of the policy, project, service, contract or strategy and how it is implemented**

	<b>Key Questions</b>	<b>Notes / Answers</b>
<b>1.1</b>	<b>Is this a new policy, project, service, contract or strategy or a review of an existing one?</b>	<b>New Policy written by Sue Grist for consideration by HRC</b>
<b>1.2</b>	<b>What is the main purpose of the policy, project, service, contract or strategy?</b>	<b>This policy forms part of a number of measures to enable the Council to respond to budgetary pressures, both currently and in the immediate future.</b>

		<p>The purpose of seeking voluntary redundancies is to assist in achieving the required reductions in the workforce by avoiding compulsory redundancies wherever possible.</p> <p>At present the council does not operate a voluntary severance scheme. Given the need to further down-size the council's workforce is now considered appropriate to introduce one.</p>
1.3	<p>What are the main activities of the policy, project, service, contract or strategy?</p>	<p>To offer employees the opportunity to opt voluntarily for redundancy and for the application to be considered in line with business needs.</p> <p>The scheme would be used where it is anticipated at the outset, that the council would not be able to redeploy displaced employees through the Council's New Opportunities Programme.</p> <p>The voluntary severance scheme would use the same calculator as per the Redundancy Payments Scheme which is currently proposed for revision.</p>
1.4	<p>Who are the main beneficiaries? Whose needs is it designed to meet?</p>	<p>It is designed to meet the needs of both employees who would like to be considered for redundancy and enable the council to respond to budgetary pressures, both currently and in the immediate future.</p> <p>Bristol City Council Employees Trade Unions</p>
1.5	<p>Which staff carry out the policy, project, service, contract or strategy?</p>	<p>HR Staff</p>
1.6	<p>Are there areas of the policy or</p>	<p>Approval to be considered for voluntary redundancy needs to firstly be</p>

	<p>function that could be governed by an officer's judgement? eg. home visits "where appropriate". If so, is there guidance on how to exercise this to prevent any possible bias/prejudice creeping in?</p>	<p>agreed by Strategic Director and then approved by HoPS</p> <p>Guidelines detailing criteria that will be considered in accepting/declining an application for Voluntary Redundancy.</p>
1.7	<p>Is the Council working in Partnership with other organizations to implement this policy or function? Should this be taken into consideration? eg. Agree equalities monitoring categories Should the partnership arrangements have an EqlA?</p>	<p>Bench marking with other authorities and businesses has been conducted prior to the policy being written</p> <p>Benchmarking was done to see how other organizations were managing there redundancy strategy in line with the current economic climate.</p>
1.8	<p>Taking the six strands of equalities, do you have any initial thoughts that any of the six equalities strands have particular needs relevant to the policy or function?</p> <p>Or is there anything in the policy, project, service, contract or strategy that you</p>	<p>The policy will be applied fairly to all employees across the council who are in an 'at risk' situation in a given area of the council.</p> <p>Gender – More women are employed by the Council, so it is more likely that women will apply for the opportunity to apply for Voluntary Redundancy.</p> <p>It is important that an objective criteria should be considered that reviews both part time and full time applications objectively, as this may pertain itself to be discriminatory especially as both more females are employed on part time contracts than men.</p>

	<p>can think of at this stage that could discriminate or disadvantage any groups of people? ie.</p> <p>Gender (include Transgender)</p> <p>Disability</p> <p>Age</p> <p>Race</p> <p>Sexual Orientation</p> <p>Faith/Belief</p> <p>Do any other specific groups have particular needs relevant to the policy, project, service, contract or strategy?</p>	<p>Age - discrimination legislation (see above), 'last in, first out' (LIFO) is now risky as a selection method. Case law has held that LIFO may still be a relevant as part of a wider range of selection criteria, however it must not be used as a sole method of selection, and the employer must be able to justify its use. However LIFO remains a risky method, and is usually an unsatisfactory way of retaining the most competent.</p> <p>At this stage it is not possible to define if the other 4 strands of equality will be affected.</p> <p>It is important that selection criteria are objectively defined, as if they are too imprecise or subjective, could deem the decision could be deemed as unfair.</p>
1.9	Did you use any data to inform	Benchmarking exercise was conducted with other authorities and



	<b>your initial thoughts above? What data do you already have?</b>	<b>external companies see Appendix A</b>
<b>1.10</b>	<b>Are there gaps in the data that require you to do further work? What are these gaps?</b>	<b>Awaiting HRC feedback</b>

If the result of the screening process is that there is the potential for a significant impact on any equality group or if any equality group has significantly different needs, then a full equality impact assessment must be carried out. If you are unsure please seek advice from a directorate or corporate equalities officer.

Signed      Signed

Service Manager      Directorate Equalities Adviser/Officer or Equalities Contact

Date      Date

**BRISTOL CITY COUNCIL**

**Equality Impact Assessment (EqIA) - Part Two - Full Assessment**

This form has been developed to use as a guide when conducting a full equalities impact assessment (EqIA) on a policy, project, service, contract or strategy. It is the second part of the EqIA form. Part One - Screening should be completed first, but both forms should be viewed as a continuous process. This form includes questions to be answered by the person/team conducting the EqIA and suggested questions to be asked of key stakeholders during consultation.

It is important to consider all available information when assessing the impact of a new or changed policy or function and whether it meets the particular needs of different equalities groups. Please attach examples of any monitoring information, research and consultation reports that you have used to assess the potential impact on the seven equalities strands and any other identified groups to your record of this EqIA process.

**NB - Only fill in the sections that are relevant**

## 2. Consideration of available data, research and information

	Key questions	Notes	Are actions needed? By whom? How is it going to be done?
2.1	<p>What further quantitative (numbers) data do you already have (eg census, employee data, customer data etc) about those who use or will be affected by the policy, project, service, contract or strategy?</p> <p>What gaps are there in the data?</p> <p>What else do you need?</p>	<p>The introduction of a voluntary redundancy policy would give those employees who are offered voluntary redundancy an option to leave on redundancy grounds as a result of mutual agreement. This option is not currently available.</p> <p>Our workforce data shows that 72% of the workforce are female and 28% male. Therefore, given the profile of the workforce, it is likely that more women than men will apply for voluntary severance when this option is made available.</p>	
2.2	<p>What further qualitative (how people feel) data do you already have (eg customer satisfaction surveys, previous consultations, staff surveys etc) about those who use or who will be affected by the policy, project, service, contract or strategy?</p>	<p>The proposals were broadly supported by the Trade Unions, Self Organised Groups, and individuals who commented on the proposals.</p>	

	What gaps are there in the data? What else do you need?		
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**3. Formal consultation (include within this section any consultation you are planning along with the results of any consultation you undertake)**

	<b>Key questions</b>	<b>Notes</b>	<b>Are actions needed? By whom? How is it going to be done?</b>
3.1	<p>Who do you need to consult with? Do you have a plan for how to find the right people?</p> <p>You need to consider how you will consult with service users and/or communities widely but also how you will reach consultees who may not respond to or be able to access your main consultation activities. This will mean targeted consultation.</p> <p>Also consider the benefits and challenges of bringing consultees together who may have very different or even opposing views of the policy in question. This could present challenges but could also encourage different groups to</p>	<p>Trade unions were consulted on the proposals during meetings held on the : 9<sup>th</sup> of August 2010; 3<sup>rd</sup> of September 2010; and the 10<sup>th</sup> of September 2010.</p> <p>The Self Organised Groups (SOGs) were also consulted on the 3<sup>rd</sup> of September 2010.</p> <p>Feedback was also sought directly from employees via an information article on The Source (i.e. The internal intranet system).</p>	

	consider each others' points of views and experiences and might build understanding prior to the policy being implemented.		
3.2	<p>What method / form of consultation can be used?</p> <p>What is your plan and timetable for this? This will need to be done before progressing to 3.3.</p>	<p>Trade unions were consulted on the proposals during meetings held on the : 9<sup>th</sup> of August 2010; 3<sup>rd</sup> of September 2010; and the 10<sup>th</sup> of September 2010.</p> <p>The Self Organised Groups (SOGs) were also consulted on the 3<sup>rd</sup> of September 2010.</p> <p>Feedback was also sought directly from employees via an information article on The Source (i.e. The internal intranet system).</p>	

	<b>Key questions</b>	<b>Notes</b>	<b>Are actions needed? By whom? How is it going to be done?</b>
3.3	<p>What consultation has actually been carried out as part of this EqIA and with which groups?</p> <p>What did you do?</p>	<p>Trade unions were consulted on the proposals during meetings held on the : 9<sup>th</sup> of August 2010; 3<sup>rd</sup> of September 2010; and the 10<sup>th</sup> of September 2010.</p>	

		<p>The Self Organised Groups (SOGs) were also consulted on the 3<sup>rd</sup> of September 2010.</p> <p>Feedback was also sought directly from employees via an information article on The Source (i.e. The internal intranet system).</p>	
3.4	<p>Were there any main issues arising from the consultation? You may want to progress straight to 4.1 and answer under specific equality strands</p>	<p>The proposals for a voluntary severance scheme were broadly supported by the trade unions, Self Organised Groups, and individuals responding to the consultation process.</p> <p>The main issue was discussion around the selection process which would be used if there were more volunteers for redundancy than the number of redundancies which were sought. In this situation not everyone who volunteered would be allowed to take voluntary redundancy and a selection process would need to apply.</p>	

#### 4. Assessment of impact/Final Report

Based on the data you have analysed, and the results of consultation or research, list below how the policy will or does work for each equalities group. Identify any differential impact and consider whether the policy/function meets any particular needs of each of the seven equalities groups.

If you do identify any adverse impact you must:

- a) Seek legal advice as to whether it is or is potentially discriminatory, and
- b) Identify steps to mitigate any adverse impact

Include any examples of how the policy or service helps to promote race, disability, gender and lesbian, gay and bisexual equality.

		Impact or potential impact/Helps to promote equality
4.1	<b>Gender (incl. Transgender)</b> – identify the impact/potential impact of the policy on women, men and transgender people  Proposed measures to mitigate any adverse impacts	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p> <p>If length of service was used as one of the selection criteria for voluntary severance this could potentially disadvantage women, who are more likely than men to take career breaks to look after children.</p>

4.2	<p><b>Disability</b> - identify the impact/potential impact of the policy on disabled people (ensure consideration of a range of impairments including visual and hearing impairments, mobility impairments, learning disability etc)</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.3	<p><b>Age</b> – identify the impact/potential impact of the policy on different age groups</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p> <p>If length of service was used as one of the selection criteria for voluntary severance this could indirectly discriminate on the basis of age, as older employees would have had more time to accrue service than younger employees.</p> <p>If cost was used as one of the selection criteria for voluntary severance this could indirectly discriminate on the basis of age, as redundancy payments are age related. Pension costs may also apply if the individual is over age 55 at the date of redundancy. However, selection on this basis could be justified on legitimate business grounds as it is clearly in the business interests of the authority to reduce costs.</p>



4.4	<p><b>Race</b> – identify the impact/potential impact on different <b>ethnic/racial groups</b>.</p> <p>Proposed measures to mitigate any adverse impacts.</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.5	<p><b>Sexual orientation</b> - identify the impact/potential impact of the policy on lesbians, gay men, bisexual and heterosexual people</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.6	<p><b>Faith/belief</b> – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no faith.</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>

4.7	<p><b>Any other groups?</b> eg. Children leaving care, Carers etc</p>	<p>This policy will affect employees of Bristol City Council therefore it is not anticipated that this policy change will have a significant impact upon other groups such as children leaving care, carers, etc.</p>
4.8	<p>Are there additional measures that could be adopted to further equality of opportunity in the context of this policy/service/function and to meet the particular needs of equalities groups that you have identified?</p>	<p>No further measures have been identified.</p>
.9	<p><b>Community cohesion</b> Is there a potential impact on community relations that could result from the implementation of this policy? Could the policy have implications for community tensions and how different groups perceive and respond to each other? Detail how you will mitigate any risk to community cohesion e.g. by addressing people's perceptions of the fairness of the policy, by bringing people together to understand the policy, through your communications plan etc.</p>	<p>It is not anticipated that the proposed changes to the redundancy payment provisions for Bristol City Council employees will have an adverse effect on community cohesion. The proposed redundancy payments policy is more generous than the statutory minimum requirement. It should also be noted that local authorities throughout the country apply a range of redundancy payment policies, some of which are less generous than the proposals outlined in this report.</p>

It is essential that you now complete your action plan and impact assessment register. They are a vital component of your equalities impact assessment.

Include all of the measures that you will take to improve the service/function for equalities communities, eg. staff training, positive action, revisions to the policy, monitoring of your action plan etc.

Once you have completed the forms, please keep a copy as a record of the processes you have been through in carrying out the EqlA. Please sign and date, keep one copy of both and send one to the Corporate Equalities Team.

### **Action Plan**

Recommendation	Key activity	Progress milestones	Officer Responsible	Progress
Equalities monitoring of applications for voluntary redundancy, and those applications accepted.	Monitoring the equalities profile of those taking voluntary redundancy from the authority in the future.	Monitoring should take place on a 6 monthly basis after the implementation of this policy	Mark Williams	

Signed  
Lead Officer  
Date

Signed  
Directorate Equalities Adviser/Officer or Equalities Contact  
Date