

EQIA

Please refer to the guidance document to support the completion of this EQIA.
 This EQIA has five sections A, B, C, D & E

Section A: Planning Process

Information Required	Response
EQIA Owner	Director of People Services
Policy, practice, process, project/activity or delivery change being assessed.	Employee Resourcing Policy and Procedure (covering recruitment, selection, advertising, shortlisting, interviews, pre-employment checks, redeployment, and use of temporary staff).
Purpose and anticipated outcomes.	To ensure that Borders College recruits, selects and appoints employees in a fair, transparent, consistent and legally compliant manner. The policy aims to attract a diverse talent pool, appoint on merit, reduce bias in decision-making, and support workforce planning aligned to strategic priorities.
Is this a new or existing policy, practice, process, project/activity or delivery change being assessed?	Existing policy – reviewed and updated to reflect current legislation, best practice in inclusive recruitment, and organisational changes.
List of participants and who will be consulted in EQIA e.g. staff, stakeholders, students, etc.	People Services Team SLT Trade Union Representatives Managers
Who is likely to be affected? e.g. employees, visitors, contractors, women, men, young people, older people, people with disabilities etc.	Job applicants, internal applicants, existing employees (including those seeking redeployment or promotion), managers involved in recruitment, agency workers, and temporary staff. This includes individuals across all protected characteristics.
What evidence is available of how the policy/decision, etc. affects, or may affect, protected groups? <i>Evidence could be data, research, gaps consultation etc</i>	Workforce monitoring data (age, sex, disability, race etc.), recruitment equality monitoring data, exit interview data, national research on recruitment bias, Scottish Funding Council guidance, ACAS guidance, feedback from trade unions, and benchmarking against sector practice.
Are there any other policies, practices etc. that may be affected?	Probation Policy, Induction Policy
Date EQIA started	February 2026

Completion date	February 2026
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Section B: Meeting the Public Sector Equality Duty (PSED)

Please state in the column of 'Information Provided' how this policy, practice, process, project/activity or delivery change will comply with each/any element of the PSED listed in the first column.

PSED	Information Provided
Eliminating discrimination, harassment, and victimisation	The policy includes objective job descriptions and person specifications, structured shortlisting criteria, diverse interview panels (where possible), mandatory safer recruitment and equality training for panel members, reasonable adjustments for candidates, and clear complaints procedures. Monitoring data is reviewed to identify adverse trends.
Advance equality of opportunity between people who share a protected characteristic and those who do not <ul style="list-style-type: none"> • Removing disadvantage • Meeting different needs • Encouraging participation 	Reasonable adjustments offered at all stages of recruitment. Alternative application formats available. Clear guidance provided to managers to avoid unnecessary criteria that could disadvantage particular groups. Flexible interview arrangements (e.g., remote interviews, additional time, accessible venues). Inclusive advertising language reviewed to avoid bias. Vacancies advertised widely, including platforms that reach underrepresented groups. Positive action statements included where appropriate and lawful. Internal development opportunities promoted to support progression.
Foster good relations between people who share a protected characteristic and those who do not. <ul style="list-style-type: none"> • Tackling prejudice • Promoting understanding 	Mandatory unconscious bias and equality training for recruiting managers. Clear behavioural expectations for panels. The policy reinforces inclusive values and ensures transparency in decision-making, building trust across diverse communities.

Section C: Assessing Impact

Please consider the impact this policy, practice, process, project/activity or delivery change will have on equality groups. Place 'X' in relevant impact box and provide further details. Further information on Equality groups can be found in Appendix 1.

Equality Group	Positive Impact	Negative Impact	No Impact	Describe the changes or actions (if any) you plan to take to mitigate or maximise impact.
Age	X			Criteria based on skills and experience only. Avoid age-biased language. Monitor age profile of applicants and appointments.
Disability	X			Guaranteed interview scheme (if applicable). Reasonable adjustments at all stages. Accessibility statement included in adverts.
Race	X			Inclusive advertising, diverse shortlisting panels where possible, monitoring of outcomes by ethnicity.
Sex	X			Flexible working options highlighted in adverts. Monitor gender balance in recruitment and senior appointments.
Gender Reassignment	X			Confidential handling of personal data. Inclusive language in documentation. Zero tolerance of discrimination.
Sexual Orientation	X			Commitment to inclusive workplace culture outlined in candidate materials.
Religion or Belief	X			Flexibility around interview scheduling where possible (e.g., religious observance).
Pregnancy or Maternity	X			No unlawful questions at interview. Flexible working options promoted.
Marriage or civil Partnership			X	No differential impact identified.
Additional Characteristics				
Corporate Parenting / Care Experienced	X			Consideration of inclusive language and targeted outreach where appropriate.
Poverty or	X			Avoid unnecessary qualification inflation.

Social Deprivation				Promote entry-level opportunities and apprenticeships.
Past Criminals Convictions	X			Fair and proportionate use of PVG/Disclosure checks aligned to role requirements. Individual risk assessments conducted where required.
Employment or Trade Union Members			X	No adverse impact identified.
Armed Forces Community	X			Recognition of transferable skills. Commitment to Armed Forces Covenant principles (if applicable).
Those with experience of Trauma	X			Sensitive communication and trauma-informed recruitment practices where appropriate.

Section D: Acting on the result of the EQIA

Before submitting this, please choose one of the outcomes listed below to show the final decision as a result of this EQIA.

<ul style="list-style-type: none"> No barriers identified – the assessment is that the policy, practice, process, project/activity or delivery change is/will be robust and can proceed. 	
<ul style="list-style-type: none"> Adapt, adjust or change the policy, practice, process, project/activity or delivery change – this involves taking steps to remove bias and any barriers, to better advance equality and/or to foster good relations. 	X
<ul style="list-style-type: none"> Barriers and impact identified however having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy, practice, process, project/activity or delivery change. Therefore, you are going to proceed with caution knowing that it may favour some people less than others, providing justification for this decision. 	
<ul style="list-style-type: none"> Stop the policy, practice, process, project/activity or delivery change as there are adverse effects cannot be prevented/mitigated against. 	

Section E: Monitoring and Sign Off

Monitoring

When will the policy, practice, process, project/activity or delivery change be reviewed?	Every 3 years, or sooner if legislative or organisational changes require. Annual monitoring of
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	recruitment equality data will inform interim updates.
Can this EQIA be published in full now? (yes or no) If 'no' please specify when it may be published or indicate restrictions that apply e.g. committee schedule process	Yes

Sign off

EQIA Owner	Debbie Kerr
Date	27 February 2026
EDI Officer	<i>Hilary Broatch</i>
Date	February 2026

Please send the completed EQIA to the Equality, Diversity & Inclusion Officer
hbroatch@borderscollege.ac.uk