

HDC Due Regard (Equality Analysis)

Due Regard (Equality Analysis) is an on-going proactive process which requires us to consider the effect our decisions are likely to have on local communities, service users and employees, particularly those most vulnerable and at risk of disadvantage.

This template has been designed to assist in the collation of information and evidence required to support the 'Due Regard' process when introducing new policies/procedures/functions and services or reviewing existing ones.

Name of policy/procedure/function/service being analysed: Organisational Change Policy and Procedure

Department and section: Human Resources

Name of lead officer: Ailie Rowlands / Elaine Griffin

Other people involved (assisting or reviewing – including any service users or stakeholder groups etc.): Rebecca Jenner

Date assessment completed: November 2021

Step 1: Defining the policy/procedure/function/service

Is this a new, amended, or reviewed policy? What are the aims, objectives and purpose and how will they be achieved? What are the main activities and which communities are likely to be affected by these activities? What are the expected outcomes?

The purpose of the Organisational Change Policy and Procedure is to set out the Council's approach to managing restructuring, relocation, role changes, closures, reductions in service provision or other changes impacting on employees which may result from service reviews. It specifically sets out procedures relating to consultation, voluntary and compulsory redundancy, reorganisations, TUPE, variation to terms and conditions, dismissal and reengagement and redeployment.

Step 2: Data collection & evidence

What relevant evidence, research, data, and other information do you have and is there any further research, data, or evidence you need to fill any gaps in your understanding of the potential or known effects of the policy on different communities? Include quantitative data as well as qualitative intelligence such as community input and advice.

Up until now equality monitoring in respect of the impacts of employment policies has been based on staff being sent a link to a survey monkey questionnaire when they have invoked a policy, or they were subject to the formal stages of a policy. Completion of the survey is voluntary and therefore the completion rate has been inconsistent. Unfortunately, this has resulted in little useable data, due to the limited number of responses received, and therefore the accuracy of analysis being flawed. To try and address this, the Human Resources team will now start monitoring policy use against the equality data held on the recently introduced iTrent system. The Human Resources team will continue to encourage the use of the system for recording of equality data and seek for improvements in the recording and monitoring of equality data, particularly, using the iTrent system.

The policy applies to all permanent Council employees and temporary employees who have been employed on successive temporary contracts for more than 12 months, we currently have a total of 209 employees. The Human Resources Team will continue to review the process in monitoring ways of obtaining data on the total number of staff who have been subject to the Organisational Change Policy.

The breakdown of our current workforce can be found in our latest [workforce comparison report](#). Currently, no data is available specifically relating to the breakdown of characteristics of those staff who are/have been subject to this policy and procedure.

Step 3: Consultation and involvement

Have you consulted and if so, outline what you did and who you consulted with and why?

Unison, Human Resources Team, Equality and Diversity Officer

Step 4: Potential impact

Considering the evidence from the data collection and feedback from consultation, which communities will be affected and what barriers may these individuals or groups face in relation to Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, current and ex-armed forces personnel (Veterans), deprived or disadvantaged communities and also the potential impact on Community Cohesion. Remember people have multiple characteristics so the impact of a policy on a particular community may impact people within the community differently. Where possible include numbers likely to be affected.

We have no current organisational data to help us to identify potential impacts, however we have aimed to address this by making sure that our policy considers all characteristics. We believe that there are distinct benefits to maintaining a diverse workforce and it is important that people of all characteristics are represented within our organisation. The aim of the policy is to ensure that the law is applied with regards to change, and if an employee has a particular need due to a relevant protected characteristic, then adjustments will be made accordingly to ensure that the process can be followed appropriately.

The Organisational Change Policy process provides opportunities to review roles and responsibilities which can afford greater flexibility and opportunities for jobs to be adapted to meet the diverse needs of staff as well as the organisation. Therefore, employees of all characteristics could see positive impacts through this policy. Specific impacts may relate specifically to one characteristic rather than all characteristics and examples of these are provided below:

Age - The policy incorporates statutory redundancy pay which is connected to age. It is acknowledged that older employees are more likely to apply for voluntary redundancy, however applications are not actively encouraged from any particular group over another. Age and length of service are not used in redundancy selection, and age does not impact on the use of, or outcome of, the organisational change policy and procedure.

Disability - The policy recognises the need to make reasonable adjustments for disabled employees, including adjustments in respect of selection criteria and meetings and disability related absence is not included where attendance forms part of a selection matrix. To assist with accessibility the policy is written and published on the intranet in an accessible format which will also positively impact those employees who use English as a second language.

Gender – The breakdown of our employees shows significantly higher numbers of female than male employees which is common in organisations with high levels of part time posts. It is important that this disparity is considered as part of the organisational change policy to ensure that the balance of part time/full time positions does not disproportionately disadvantage male employees.

Pregnancy and Maternity - The policy incorporates special statutory protections for employees who are made redundant while on maternity, adoption, or shared parental leave. Maternity related absence is not included where attendance forms part of a selection matrix.

Religion or Belief – Reasonable adjustments would be made to ensure that important meetings were not held on religious festival dates and the ability for employees to practice their faith is not unduly compromised but considered as part of the policy.

Employees with other characteristics such as gender reassignment, race and sexual orientation are also able to benefit from reasonable adjustments if appropriate. This may include adjustments being made with regards to contact with those who are absent from work during consultation, e.g., on maternity or shared parental leave, sickness, caring responsibilities, time of for transitioning etc. as well as those staff who need time off for active service etc.

No employee data is kept regarding the socio-economic status of our employees but, as Harborough District Council's commitment to equality is observed throughout the organisational change policy and procedure our aim is that staff are treated fairly and consistently regardless of their status.

Step 5: Mitigating and assessing the impact

If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons. If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. If you have identified adverse impact or discrimination that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs have identified can be addressed.

We do not feel that there is any actual or potential adverse impacts of this policy, but we will use any information from feedback or monitoring to address any concerns which may arise. We also have a robust appeals and grievance structure which should help to highlight any potential disadvantage and bring it to our attention if necessary.

Step 6: Making a decision

Summarise your findings and give an overview of whether the policy will meet Harborough District Council's responsibilities in relation to equality, diversity, and human rights. Does it contribute to the achievement of the three aims of the Public Sector Equality Duty – eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity and foster good relations?

We have tried to ensure that the policy is easy to follow, fair and consistent with the aim that if followed correctly no employee will be treated more or less favourably than another unless there is justification for doing so. Therefore, we feel that this policy will help us to show due regard.

Step 7: Monitoring, evaluation & review of your policy/procedure/service change

What monitoring systems will you put in place to promote equality of opportunity, monitor impact and effectiveness, and make positive improvements? How frequently will monitoring take place and who will be responsible?

The Human Resources team will monitor policy use against the equality data held on the recently introduced iTrent system. They will continue to encourage the use of the system for recording of equality data and continue to look for improvements in the recording and monitoring of equality data, particularly through the use of the iTrent system.

Equality Improvement Plan

Equality Objective :

Action: The Human Resources team will monitor policy use against the equality data held on the recently introduced iTrent system. Human Resources will continue to encourage the use of the system for recording of equality data and continue to look for improvements in the recording and monitoring of equality data, particularly through the use of the iTrent system.

Officer Responsible: Elaine Griffin

By when: November 2023

Equality Objective :

Action:

Officer Responsible:

By when:

Signed off by: Rebecca Jenner – HR Manager

A handwritten signature in black ink, appearing to read 'Rebecca Jenner', written in a cursive style.

Date: 10th January 2022

Once signed off, please forward a copy for publication to Julie Clarke, Equality and Diversity Officer
e-mail: j.clarke@harborough.gov.uk , telephone: 01858 821070.