

## Equality Impact Assessment Form

### About the function, policy, project or decision being assessed

What is being assessed?	<input type="checkbox"/>	Function
	<input checked="" type="checkbox"/>	Policy
	<input type="checkbox"/>	Project
	<input type="checkbox"/>	Decision
Title of the function, policy, project, or decision	<b>Organisational Change Policy (revised)</b>	
What is this function, policy, project, or decision aiming to achieve?	To provide a framework for the implementation of significant changes to the nature, size and organisation structure.	
Who is affected by this function, policy, project, or decision?	All staff with a contract of employment.	
Who should be consulted about this function, policy, project, or decision?	All staff and the recognised Trades Unions will be consulted on this policy.	
Who is conducting this impact assessment?	Marilyn Maidment (Human Resources Business Partner)	
	Ania Rolewska (Head of Policy, Communications and EDI)	
Date: 06/09/2022		Version: 2.0

### Initial screening

Question	Y	N	If 'YES', briefly explain why
Does this policy, project or decision relate to our functions or areas of work within those functions for which EIA has identified equality impacts?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The organisational change process can have equality impacts, as its aspects (consultation, potential changes to posts and responsibilities, redundancy) directly involve and affect staff. As such, the policy defining how we will manage that process can also have equality impacts. The purpose of the Organisational Change Policy is to help us manage the organisational change process in a fair and equitable way and to mitigate any adverse effects on particular groups.
Does this policy, project or decision relate to our Equality Objectives?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Is there a risk that this policy, project, or	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is a risk that certain groups will:

<p>decision could disadvantage any group of people?</p>			<ul style="list-style-type: none"> <li>• not have equal opportunities to engage in any consultation about the organisational change process (disabled people; people on sick / caring / parental leave).</li> <li>• be more at risk of redundancy (disabled people, younger people, older people, people on maternity leave or with caring duties, trans people)</li> <li>• be more impacted by redundancy, as they will face more difficulties in securing alternative employment (older people, disabled people, people who identify as LGBTQ+, carers, people in rural locations)</li> </ul> <p>The policy sets out the criteria for selecting the members of staff for redundancy.</p> <ul style="list-style-type: none"> <li>• Those criteria <b>do not</b> include the length of service, which has been acknowledged to raise the risk of discrimination against groups such as younger people, women, disabled people and trans people.</li> <li>• However, they <b>do</b> include attendance record and formal qualifications – two criteria that can potentially disadvantage disabled people, people with caring duties, trans people and people who due to socio-economic circumstances do not have formal qualifications.</li> </ul>
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If you answered 'yes' to any of the questions above, proceed to the full impact assessment.

## Impact Assessment

Characteristic	Potential impact			Please explain this impact	Can this impact be mitigated or enhanced?  If so, how?	Impact after actions		
	Negative	Neutral	Positive			Negative	Neutral	Positive
Cross-cutting considerations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy can have a positive impact by underlining and reinforcing PSOW commitment to ensuring equality and equity in the organisational change process.	The policy as drafted states clearly that the policy aims to ensure: <ul style="list-style-type: none"> <li>• fairness and equity throughout the process, ensuring employees are well-supported and treated sensitively at all times</li> <li>• that employees affected by the proposed changes are not discriminated against, either directly or indirectly, on the grounds of any one of the protected characteristics under the Equality Act 2010.</li> </ul> <p>*No further action is suggested*</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Redundant staff in older age brackets may find it more difficult to find alternative work.	The policy outlines that support and advice will be provided and tailored to the staff members' circumstances. Older staff may not have had an interview for a greater number of years and need support with interview techniques and application/CV preparation. However, this training will be offered to all staff being made redundant and not restricted to those who are older. In addition, courses for older people which would not be applicable to younger people would be those	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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					around planning for retirement/early retirement and options appraisals involving pensions.			
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disabled staff members may find it more difficult to engage with some of the processes outlined in the policy (consultation; appeals)	<p>The policy as drafted confirms our commitment to make reasonable efforts to inform and consult staff away from work on extended leave (e.g. maternity / sick leave).</p> <p>It also states that during the appeals process we will consider an application by the staff member who has a disability covered by the Equality Act, to bring a companion who is not a colleague or TU representative where this will help overcome a particular difficulty caused by a disability.</p> <p>The policy commits to ensure that the consultation format is accessible to all staff members and that reasonable adjustments will be made where appropriate.</p> <p>The introduction section of the policy outlines at the outset that we will provide reasonable adjustments to disabled staff in all aspects of the organisational change process in line with our duties under the Equality Act 2010.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disabled staff members may be at more risk of redundancy if their	The policy confirms that absences or performance issues which are due to disability or menopause	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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				disability adversely affected their performance record or attendance.	will not be included when applying selection criteria for redundancy.			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Redundant staff who are disabled may find it more difficult to find alternative work.</p> <p>This risk is currently low, as very few people in the PSOW workforce identify as disabled. However, this may change as we are actively looking to improve the representation of disabled people among our staff.</p>	The policy states that support will be provided to all staff subject to redundancy and this support will be tailored to their individual circumstances.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Setting 'attendance record' as a criterion used to determine which staff members should be made redundant may disadvantage staff members who had to take more leave due to long-term medical condition.	The policy is clear that absences or performance issues recorded which were due to disability, maternity, gender reassignment or menopause will not be included when applying the selection criteria.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender (sex)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Due to the current profile of our staff, female employees are statistically more likely to be affected by the processes outlined in this policy than male employees. However, there is no evidence that the organisational		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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				change process as managed through this policy will have any specific impact on that group.				
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Setting 'attendance record' as a criterion used to determine which staff members should be made redundant may disadvantage staff members who had to take more leave in relation to gender reassignment process.</p> <p>This risk is currently theoretical as no staff member has identified as trans. However, we also know that people may be reluctant to disclose their gender identity. The policy should also respond to the needs of our future staff, not only the current employees.</p>	The policy confirms that absences of this nature will not be considered when applying the selection criteria for redundancy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	We identified no evidence of impacts on this group.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Setting 'attendance record' as a criterion used to determine which staff members should be made redundant may disadvantage staff	The policy confirms that absences of this nature will not be considered when applying the selection criteria for redundancy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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				members who had to take more leave in relation to maternity and paternal leave.				
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People identifying with diverse ethnicities may be at more risk of redundancy and find it more difficult to find alternative work.	The policy provides safeguards to overcome this risk and ensure the process is fair. Tailored support will be provided to this group of staff (and all staff being made redundant), in order to ensure training and advice and support meets the needs of their individual circumstances.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We identified no evidence of impacts on this group.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff who identify with diverse sexual orientations may find it more difficult to find alternative work.	The policy confirms that tailored support will be provided and the needs of each individual staff member will be identified at the time of being selected for redundancy. As the support will be tailored to their individual circumstances, it mitigates any greater risk they may otherwise suffer.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The communication during the organisational change processes outlined in the policy would be undertaken in line with our Welsh language standards.		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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				The assessment identified no specific ways to promote the use of Welsh in relation to the organisational change process.				
Socio-economic characteristics  <ul style="list-style-type: none"> <li>rurality</li> <li>low/no income</li> <li>caring duties</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Rural location may put some people at a disadvantage when seeking opportunities for alternative work.	Tailored support will be provided and the needs of each individual staff member will be identified at the time of being selected for redundancy. As the support will be tailored to their individual circumstances, all efforts will be made to overcome any challenges faced.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Setting 'formal qualifications and advanced/specialist knowledge or skills' as a criterion used to determine which staff members should be made redundant may disadvantage staff members who have the skills and experience but no formal qualifications.	This provision in the policy will be enacted in line with the EHRC guidance, 'If you have two individuals working in similar roles, but one has an additional relevant qualification which adds to their ability to do the job, deciding to make the less well-qualified person redundant is unlikely to discriminate unlawfully.'  Some roles require a specific qualification and this is outlined as essential in the job description and person specification for the role. The requirements of the job cannot be met by experience or further training.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Setting 'attendance record' as a criterion used to determine which staff members should be made redundant may disadvantage staff members who had to take more leave due to caring duties.	Staff who have taken leave as a result of their caring responsibilities do not have that counted as an absence, consequently, such leave is not included in absence figures.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## **Please record the evidence that you used to assess impact:**

PSOW staff equality profile 2021/22

### Guidance

[Redundancy and Redeployment under the Equality Act 2010](#)

[Avoiding unlawful discrimination when making redundancy decisions](#)

### Comparable impact assessments

Examples of EIAs of similar policies by other organisations, e.g.:

- <https://www.hw.ac.uk/uk/services/docs/hr/policies/ManagmentofOrganisationalChangePolicyEPIA.pdf>
- <https://www.torbayandsouthdevon.nhs.uk/uploads/organisational-change-policy-h29.pdf>
- <http://democracy.lbhf.gov.uk/documents/s8677/EIA%20HFPP%20contract.pdf>
- Bath and North East Somerset Council EIA
- NHS guide on Organisational Change Equality Impact Assessment:  
<https://peoplefirst.nhsbt.nhs.uk/NHSBT-DOCUMENT-LIBRARY/PoliciesandSupportingDocs/Guidance-Equality-Impact-Assessment.pdf>

Those EIAs identified very similar possible impacts, emphasising that the policy must take account of personal circumstances to ensure involvement of all relevant individuals and in particular meet the needs of disabled people (also in relation to sickness absence) and people on maternity / paternity leave. One EIA mentioned also carers. To accommodate the needs of those groups, the EIAs reviewed emphasised the need to

- allow for more flexibility in the timescales of the processes set out
- provide the key communication in appropriate accessible formats.

One EIA considered also that certain groups may be more adversely affected by redundancy, as their equality characteristics and socio-economic circumstances may make it more difficult to find alternative employment.

### Data related to particular equality groups

[Older Workers At High Redundancy Risk](#) (Age UK, 2013): for the last quarter of 2012, 6.6 people aged over 50 were laid off for every thousand in work in the previous three months. This compares with 5.1 workers aged 35-49 and 5.2 aged between 25 and 34. Workers aged 16-24 year olds were slightly more at risk, with 7 people made redundant for every thousand workers, but they were more likely to quickly find work again.

[Parents, carers and disabled people at least twice as likely to face redundancy, warns Citizens Advice](#) (Citizen's Advice, 2020)

Public Services Ombudsman for Wales  
Equality Impact Assessment: Financial Policy

[Work Report](#) (Stonewall)

- Almost one in five LGBT people (18 per cent) who were looking for work said they were discriminated against because of their sexual orientation and/or gender identity while trying to get a job in the last year.
- One in eight black, Asian and minority ethnic LGBT employees (12 per cent) have lost a job in the last year because of being LGBT, compared to four per cent of white LGBT staff.

[BAME Britons Have Lost Jobs 26 Times More Often Than White Workers During COVID-19](#)

[Certain Employees Facing Redundancy at Risk of Discrimination, ONS Finds](#)

**Please record any consultation and engagement undertaken**

Management Team only at this point

**Outcomes report**

<b>EIA stage completed</b>	<input checked="" type="checkbox"/>	Initial screening
	<input checked="" type="checkbox"/>	Full assessment
<b>Summary of negative impacts identified</b>		
<b>Decision</b>	<input checked="" type="checkbox"/>	Proceed – no changes
	<input type="checkbox"/>	Proceed – actions needed
	<input type="checkbox"/>	Do not proceed
<b>Action plan</b>	If actions are needed to proceed with the policy, project or decision, please specify here the actions, who is responsible for them and who will monitor how they are implemented.	
	<b>Authorised by</b>  MT	<b>Date</b>  11/10/2022