



## Equality Impact Assessment (EQIA) form

### A. General Information

<b>Name of proposal</b>	Workforce Change Policy
<b>Responsible department</b>	Human Resources

### B. Aims of the proposal

<b>What do you hope to achieve?</b>	<p>Compliance with Partnership Agreement and consultation with the Trade Union re workforce change.</p> <p>Compliance with employment law.</p> <p>Other anticipated outcomes of the policy include that employees' feel involved, supported and valued by the organisation during periods of change.</p> <p>The policy will be continually monitored by HR and the Partnership Forum.</p>
<b>Why is the proposal needed?</b>	<p>The Workforce Change policy sets out how we will manage changes that affect our employees in accordance with our legal obligations (e.g. around timescales for staff consultation).</p>

	<p>In August 2020 the Council approved an HR people management policy review timetable. All policies are to be reviewed every three years to ensure they meet legislation and best practice.</p>
<p><b>How will the proposal contribute to the SSSC's strategic objectives and/or priorities?</b></p>	<p>This links to all Outcomes in the Strategic Plan 2020-2023.</p> <p>This policy fits well under the organisational characteristics of "People want to work at the SSSC" and is also guided by our value of 'work together'.</p> <p>We do this by recognising the importance of our employees and provide supports when they are needed.</p>
<p><b>How will the proposal address the SSSC's Equality duties?</b></p>	<p>We will deal with any workforce change in line with our Equality, Diversity and Inclusion Policy. This means we will assess our change proposals using our equality impact assessment (EqIA) tool. The EqIA will start during the planning and informal consultation stage. This tool helps to identify any unintentional impacts of the proposed change on our employees, registrants and any other key stakeholders. If a negative impact is identified we will consider, wherever possible, alternatives to reduce or remove the negative impact.</p> <p>It is not considered that the Workforce Change policy will have potential for impact on any protected group(s). However, further work will be undertaken via impact assessment of the related procedures which may identify positive or negative impacts.</p> <p>The Workforce Change Policy will be fairly applied across all employees. It is not possible to predict when or if an employee may be impacted by this policy.</p>

### C. Data and evidence gathering

<b>What evidence has been used to come to the decisions contained in this EqIA?</b>	This has been developed in line with experience from using best practice, benchmarking, ACAS, employment law and current case law.
<b>Has the proposal been the subject of relevant engagement and/or consultation?</b>	The Consultation Log details the consultation with the Partnership Forum, OMT, EMT and Council.
<b>Has best judgement been used in place of data/research/evidence?</b>	<p>Sources of evidence:</p> <ul style="list-style-type: none"> <li>- Employee Information -Equality Outcomes and Monitoring Report, SSSC.</li> <li>- HR Annual Report re organisational changes</li> <li>- A range of information was examined including the Scottish Government Equality Evidence Finder <a href="http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid">http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid</a></li> </ul> <p>The guidance was produced in accordance with good practice and professional knowledge and experience.</p>
<b>Have any gaps been found in the data?</b>	<p>It has been recognised by Scottish Government that there are gaps in data around equality issues. This also impeded by low numbers of reporting due to the fact it may identify individuals in an organisation (as advised by the Equality and Human Rights Commission). We will monitor workforce change by protected characteristic to assess if there are any particular issues or patterns.</p> <p>There is no formal process for how to instigate workforce change therefore this policy will protect the organisation and employees if followed.</p>

## D. Assessing impact and identifying opportunities to promote equality

Your answer must make reference to all protected characteristics, these are:

- Gender – neutral - The guidance applies equally to all employees and is accessible regardless of gender. We anticipate that a significant proportion of carers in the SSSC may be female due to the demographic of our employees but this policy is accessible to everyone equally.
- Ethnicity – neutral - The policy applies equally to all employees and is accessible regardless of ethnicity.
- Disability – positive – The policy can assist employees by providing supports when the need arises.
- Sexual Orientation – neutral – The policy applies equally to all employees regardless of sex.
- Gender Reassignment - neutral – The policy applies equally to all employees regardless of gender reassignment.
- Age - neutral – The policy applies equally to all employees regardless of age.
- Marital and Civil Partnership - neutral – The policy applies equally to all employees.
- Pregnancy and Maternity - neutral – The policy applies equally to all employees.
- Religion/Belief/Non-belief - neutral – The policy applies equally to all employees regardless of religion or belief.

In your answer, please indicate whether your proposal will likely have a positive, neutral or negative impact on these characteristics, giving reasons for your answer.

It is not considered that the Workforce Change policy will have potential for impact on any protected group(s). However, further work will be undertaken via impact assessment of the related procedures which may identify positive or negative impacts.

The Workforce Change Policy will be fairly applied across all employees. It is not possible to predict when or if an employee may be impacted by this policy.

- We recognise that workforce change procedures may be difficult for staff with physical or mental health issues and in particular may exacerbate mental health issues. Mitigation measures including the Employee Assistance Programme and Occupational Health support as well as support from HR to alleviate additional stress arising from any workforce change process.
- There could potentially be issues around workforce change for women who are pregnant or on maternity leave. This could be due to personal stress and vulnerabilities caused by the pregnancy or because of the time away from the workplace. Mitigation includes clear guidance on managing processes and ensuring that all staff (including those away from work) are included in consultation processes and discussions. We also offer support through Occupational Health as required and the Employee Assistance Programme.

Work will also take place to ensure that all managers are trained in the application of the policy.

### **E. Challenges and opportunities for groups living in an island community**

This section considers the impact or effect of the proposal on island communities and whether this could be significantly different from its effect on other communities.

Under the Islands (Scotland) Act we have three duties in relation to island communities. Your answer must make reference each of them, namely:

- Eliminating unlawful discrimination, harassment and victimization - Potentially a positive impact as managers will be providing consistent advice and support for all employees regardless of protected characteristics. The policy is up to date with legislation and best practise.
- Advancing equality of opportunity - Potentially a positive impact as managers will be providing consistent advice and support for all employees regardless of protected characteristics. Also extra support and flexibility can be provided where necessary which can open up opportunities.
- Promoting good relations among and between island communities] - Potentially a positive impact as managers will be providing consistent advice and support for all employees regardless of protected characteristics. By raising awareness and sharing knowledge this can be improved.

Please indicate whether an Island Communities Impact Assessment is necessary. See guidance for further information.

N/A

### **F. Child rights and wellbeing**

This section considers the impact of the proposal on children and young people, or specific groups of children and young people, in Scotland.

Please describe the impact your proposal has on:

- Civil rights and freedoms.
- Violence against children.
- Family environment and alternative care.
- Disability, basic health and welfare.
- Education, leisure and cultural activities.
- Special protection measures.

Neither a positive nor negative impact was identified for any of the categories above.

## G. Health and wellbeing and health inequalities

This section considers the impact of the proposal on physical and mental health and wellbeing; this includes for example, participation, creativity and developing potential.

Please describe the impact your proposal will have on:

- Removing inequalities and increasing access to opportunities for improving health and wellbeing.
- Advancing opportunities for increasing health and wellbeing across the sector.
- Fostering good practice for sector wide health and wellbeing.

The policy can have a positive impact as it can often open up communication to show where areas of support, flexibility, advice and help are needed whether this be due to health or lack of opportunities. This policy is created in line with best practise.

## H. Economic and social sustainability

This section is concerned with the impact of the proposal on pay and employment opportunities as well as valuing and supporting voluntary work.

Please describe the impact your proposal will have on:

- Removing disadvantage of inequality
- Advancing opportunities for individuals
- Fostering good relations and sustainability of communities

The policy has a neutral impact here.

## I. Care experienced children, young people and adults

This section concerns our duties to put Scotland's care experienced children, young people and adults at the heart of what we do.

Describe the impact your proposal will have on:

- The well-being of children and young people.
- Promoting the interests of eligible children and young people.
- Providing opportunities to eligible children and young people.
- How we exercise our functions in relation to eligible children and young people.
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**The policy has a neutral impact. There is no discrimination and it is accessible and supportive of all employees.**

## J. Decision making

Which of the following statements best describes the action that should be taken following the EQIA in relation to your proposal?

<b>No major change</b>	<b>X</b>
<b>Adjust the policy</b>	<input type="checkbox"/>
<b>Continue with Policy</b>	<input type="checkbox"/>
<b>Stop and remove the policy</b>	<input type="checkbox"/>

Outline the reasons why you've selected this option

The policy meets legislation, best practise and does not discriminate.

**K. Monitoring and reviewing**

How will the implementation of the policy/proposal be monitored? How and when will the impact of the proposal be reviewed? Outline the actions that will be taken, the timescale for these and who will be responsible for carrying out these actions.

Action	Timescale	Person Responsible
The policy will be reviewed every 3 years.	3 years.	Head of HR.

**L. Sign off**

**Name:** Lucy Finn

**Title:** Head of Human Resources

**Date Approved:** 23 September 2021