

HR Policies and Procedures

Equality Impact Assessment

TITLE: Organisational Change

Section responsible: ~~OBJ~~HR

Officers responsible for Screening: Tracy Walters

Date of Screening: 23 August 2025

Subject matter: Tracy Walters

Background

Assessments (EQIAs) are carried out to examine whether policies have the potential to affect different groups in different ways, either positively or negatively. This ensures compliance with the Equality Act 2010 and supports the Council's Public Sector Equality Duty to eliminate discrimination, advance equality of opportunity, and foster good relations across all protected characteristics.

This EQIA covers Organisational Change, which outlines the principles and processes for restructuring, redeployment, and redundancy, with a focus on fairness and minimising compulsory redundancies.

Communication with staff

Skills byte sessions, all staff communication, intranet

Equalities Impact Assessment – Initial Screening

Stage 1: Initial Screening of proposals

Section 1: About this EIA initial screening

Name of the activity being screened:	Organisational Change Policy
Type of activity being screened:	Policy
Business Area	HR
Name of screening officer:	Tracy Walters
Date of screening:	23 August 2025
Sign off by Project Sponsor	Bal Toor
Sign off by council equality lead:	Christine Ford
Section 2: Information about the policy change	
1. Briefly describe the aims, objectives and purpose of this activity.	To set out a fair, transparent, and legally compliant process for managing organisational change, including restructures, redeployment, and redundancy, while minimising compulsory redundancies.
2. Who a) implements and b) is responsible for this activity?	Tracy Walters – Implementation HR/Line Managers – responsible for the execution of the policy
3. What are the desired outcomes?	Organisational change processes that are fair, transparent, and legally compliant. Reduced risk of compulsory redundancies by maximising redeployment opportunities. Improved employee confidence that organisational change is handled consistently and fairly. Workforce stability and morale are maintained through clear consultation and support. Stronger alignment of workforce structures with service delivery needs while protecting equality.

4. Who is expected to benefit from this activity and in what way?	<p>Employees at Risk: Benefit from fair consultation, redeployment opportunities, and appeals processes that reduce the risk of compulsory redundancy.</p> <p>Managers: Gain a clear framework for implementing organisational change consistently and lawfully.</p> <p>Slough Borough Council: Benefits from workforce structures better aligned to financial and service needs, while minimising legal and reputational risks.</p> <p>Residents/Service Users: Indirectly benefit from more efficient, sustainable service delivery and continuity during periods of change.</p>
5. Who are the main stakeholders in relation to this activity?	All employees

Section 3: Identifying and assessing equality impacts

An equalities analysis of the staff in the scope of change

6a. Have the results of the equalities analysis shown that any particular equality group(s) will be disproportionately affected by this change? Please explain and provide evidence to support your response.	<p>Age: Older employees may face barriers to redeployment/retraining.</p> <p>Disability: Potential disadvantage in selection processes unless reasonable adjustments are made.</p> <p>Gender (Sex): Women may be disproportionately affected due to part-time roles and maternity leave.</p> <p>Pregnancy/Maternity: Risk if employees on maternity leave are overlooked in consultation or redeployment.</p> <p>Race: Possible indirect disadvantage if English is a second language and communication is not accessible.</p> <p>Religion/Belief: Risk of consultation meetings clashing with religious observances.</p> <p>Sexual Orientation: No direct adverse impact identified.</p> <p>Gender Reassignment: No direct adverse impact, but processes must be inclusive in consultation and redeployment.</p> <p>Marriage/Civil Partnership: No specific impact identified.</p> <p>Mitigations in Place</p> <ul style="list-style-type: none">• Formal consultation periods and engagement with unions.• Redeployment priority for those at risk (including disabled employees).• Appeal rights for redundancy and job-matching decisions.• Equal treatment of fixed-term employees under redundancy law.
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7a Who will be consulted on this change?	CLT, Trade Unions, Networks & Employment Committee					
8a During consultation, were any equality concerns raised by stakeholders? If so, please briefly explain the issue(s).	None					
9a. If one or more groups is likely to be disproportionately affected, are there any mitigating actions that can be taken to address this? Please explain	<p>Mitigations in Place</p> <ul style="list-style-type: none"> • Formal consultation periods and engagement with unions. • Redeployment priority for those at risk (including disabled employees). • Appeal rights for redundancy and job-matching decisions. • Equal treatment of fixed-term employees under redundancy law. 					
6b What are the potential equalities impacts of the proposed activity? Please complete the table below.						
Equality group	Is there a negative/adverse impact?					
Age:	yes		Older employees may face barriers to redeployment/retraining – Online support is in place, with a review of the offer being looked at.			
Disabled staff or those with mobility requirements	yes		Potential disadvantage in selection processes unless reasonable adjustments are made – HR to support all			

			change procedures and oversee that all relevant adjustments are put in place.
Ethnic groups	yes		Possible indirect disadvantage if English is a second language and communication is not accessible – Individual 1:1s will be offered to ensure full understanding.
Gender	yes		Women may be disproportionately affected due to part-time roles and maternity leave – Women on maternity leave will be given priority to roles available. Flexible working will be offered where possible.
Pregnancy and Maternity	Yes		Risk if employees on maternity leave are overlooked in consultation or redeployment – workforce data will be reviewed prior to consultations, with Absences and Maternity leave provisions factored in to mitigate oversight.
Gender Reassignment	No		
Marriage and civil partnerships	No		
Religious/ Faith groups	Yes		Risk of consultation meetings clashing with religious observances – 1:1s will be offered for any unavailability.
Sexual Orientation	No		
7b. Can the negative/adverse impact(s) highlighted be justified on the grounds of promoting equality of opportunity for one			Potential negative impacts such as older workers facing retraining challenges or disabled staff experiencing barriers in redeployment can be justified where restructuring is required to ensure financial sustainability and continued service delivery. The justification lies in the broader

<p>group? Or any other reason? Please explain</p>	<p>organisational need to adapt services for the benefit of all residents. However, these impacts are only proportionate if mitigations (reasonable adjustments, accessible consultation, redeployment support) are applied robustly and consistently. By embedding inclusive practices, the policy promotes fairness while still enabling the Council to deliver essential change.</p>
<p>8b. There are no negative / adverse impact(s) If you have not identified any negative/ adverse impacts please briefly explain your answer, providing evidence.</p>	<p>n/a</p>
<p>9b. Have any positive impact(s) been identified? If you have identified any positive impact(s) please briefly explain your answer, providing evidence.</p>	<p>Strong emphasis on consultation promotes fairness and inclusion. Redeployment priority supports disabled staff and others at risk, helping avoid compulsory redundancy. Appeal processes strengthen transparency and accountability. Commitment to equality principles in selection ensures bias is minimised. Equal treatment of fixed-term employees ensures compliance with legislation and prevents disadvantage.</p>
<p>Section 4: Next Steps</p>	
<p>10. What data will be used to monitor the future impact of this policy? What are the future monitoring arrangements?</p>	<p>SBC workforce data (protected characteristics).</p>

11. What is the date of the next review?	August 2027	
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