



Redeployment Policy: Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number: 1411

Brief description: The Redeployment Policy will be for employees of Denbighshire County Council

Date Completed: 29/10/2024 12:28:36 Version: 1

Completed by: Andrea Malam

Responsible Service: Corporate Support Service: People

Localities affected by the proposal: Not Applicable,

Who will be affected by the proposal? Employees

Was this impact assessment completed as a group? Yes

Summary and Conclusion

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

3 out of 4 stars

Actual score : 28 / 36.

Summary for each Sustainable Development principle

Long term

Some of the above isn't relevant for a policy for staff. This is an existing policy that is being reviewed to ensure that its fit for purpose and supportive for employees.

Prevention

This is a policy for staff and therefore the climate impact has been considered to some extent, with regards to travel and redeployment to another location.

Integration

The policy will not impact the LDP in any capacity.

Collaboration

We have considered feedback from employees and trade unions and taken previous examples into account when reviewing this policy to ensure we have a policy that is fair and fit for purpose. The policy is also being reviewed in line with best practice and other local authority redeployment policies.

Involvement

Redeployment Policy

Consultation will take place with the trade unions, who will represent staff and ensure the policy is fit for purpose and fair with its approach. Feedback from the trade unions will be considered at all stages of the process. We will not be engaging with the public as this is a policy for staff.

Summary of impact

Well-being Goals	Overall Impact
A prosperous Denbighshire	Positive
A resilient Denbighshire	Neutral
A healthier Denbighshire	Neutral
A more equal Denbighshire	Neutral
A Denbighshire of cohesive communities	Neutral
A Denbighshire of vibrant culture and thriving Welsh language	Neutral
A globally responsible Denbighshire	Neutral

Main conclusions

There will always be employees who we cannot offer a position to because we don't have any opportunities at that point in time. There will also be employees who will want to be made redundant to go on and do different things for example. The main outcome for this impact assessment is neutral as for every positive there is also a negative and sometimes this will be dependent on the timing and it will be beyond our control. Redeployment opportunities have to a suitable alternative and if they are not, then the employee can choose to apply for the role via the recruitment process. There is also a trial period so that employees and managers can assess suitability for the role.

The likely impact on Denbighshire, Wales and the world.

A prosperous Denbighshire

Overall Impact

Positive

Justification for impact

Overall redeploying staff into alternative roles is a more positive impact than making redundancies, which leaves the employee without employment and the council having to make a redundancy payment which will be dependant on their age, grade and length of service.

Further actions required

Minimising negatives will naturally occur when considering suitable alternative employment. it does have to be suitable for the employee. There will be occasions where redundancy is the only option, however some employees are happy to take that option and either stop working or find a new career elsewhere. For those employees where this is not possible, they will be given the time to attend interviews and be supported to help find alternative employment. We also put employees into contact with Working Denbighshire for support.

Positive impacts identified:

A low carbon society

Redeploying staff into alternative jobs could result in more agile working staff and therefore a reduction in travel and attendance at face to face meetings.

Quality communications, infrastructure and transport

There are courses and support available, e.g. working Denbighshire team who will be able to fund and upskill employees in order to obtain new employment.

Economic development

Redeploying employees into other jobs with help with help to reduce deprivation in the communities.

Quality skills for the long term

redeploying employees into other vacancies will help keep the talent, skills and knowledge within the council and there are potentials to retrain and develop new skills in their new roles. This will help support the health and wellbeing of employees by offering future employment.

Quality jobs for the long term

Redeploying employees will result in less redundancies and keep those employees in employment. There are options to move into different roles and take up other opportunities if they wish e.g. career pathways. The scheme allows employees to apply for roles which are one grade above, the same or one grade below. There is also the option to apply for other roles under the normal recruitment process and within organisations that fall under the modification order.

Childcare

The redeployee will be able to continue with childcare options if they continue to receive the same salary or a grade higher. It might open up being able to use more childcare being in receipt of a higher salary for example.

Negative impacts identified:

A low carbon society

Redeploying staff could result in additional travel at a cost to the council for additional mileage and possibly moving staff into jobs which were agile to office locations/front line facing meaning more travel and greater emission's.

Quality communications, infrastructure and transport

There maybe a reluctance to be redeployed into roles that are IT based for those staff who are familiar with technology, because of age or disability for example. This will limit their options for redeployment.

Economic development

If redeployment opportunities are not available or suitable for employees then this will have an impact on deprivation.

Quality skills for the long term

if redeployment opportunities are not successful, we could lose talented employees and have to upskill other employees with those skills or knowledge.

Quality jobs for the long term

There may not be suitable alternatives available for employees, who work a small number of hours or set days to accommodate caring responsibilities for example.

Childcare

Employees who are redeployed may have accepted a post where the salary one grade lower and therefore might not be able to afford childcare costs moving forward. There may also be limited places available for the days they have to work.

A resilient Denbighshire

Overall Impact

Neutral

Justification for impact

Redeployment opportunities could result in both more and less energy fuel consumption, depending on the role,

Further actions required

New ways of working are constantly being reviewed to ensure that we are finding the more efficient ways to attend meetings for example or visiting the office. Looking at adopting a more agile working approach is carried out for non front line facing roles.

Positive impacts identified:

Biodiversity and the natural environment

N/A

Biodiversity in the built environment

N/A

Reducing waste, reusing and recycling

N/A

Reduced energy/fuel consumption

employee might be redeployed into roles that require less travel or attendance at meetings, more agile working options which will impact energy and fuel consumption.

People's awareness of the environment and biodiversity

N/A

Flood risk management

N/A

Negative impacts identified:

Biodiversity and the natural environment

N/A

Biodiversity in the built environment

N/A

Reducing waste, reusing and recycling

N/A

Reduced energy/fuel consumption

Employees might be redeployed into roles that require more travel and more use of the office,

increasing energy and fuel consumption.

People's awareness of the environment and biodiversity

N/A

Flood risk management

N/A

A healthier Denbighshire

Overall Impact

Neutral

Justification for impact

Overall the policy has a neutral impact as this will all depend on redeployment opportunities and skill matches at the time of being at risk of redundancy. To every positive for being redeployed there is a negative for those that haven't been redeployed.

Further actions required

There are of course employees who welcome being made redundant and will use the payment for paying off some of their mortgage, for upskilling, for starting their own business for example or even allowing them to take some time off work whilst still being able to pay the bills. Redundancy is not a negative experience for all employees, it can be the start of something new. However for those staff who are made redundant, it could have a detrimental impact on their lives and their families, so more support needs to be offered to ensure they gain employment elsewhere if not at Denbighshire.

Positive impacts identified:

A social and physical environment that encourage and support health and well-being

Redeployment will help reduce deprivation in our communities. It will support the health and wellbeing of our employee's by securing alternative roles so they don't have to worry about the impact of being made redundant. They can stay in an organisation where they are familiar with the people and

Redeployment Policy

culture. Being in receipt of a salary will support mental health and wellbeing which might help avoid an increased use of other substances. Redeployment could also help financially and help employees stay within their homes, paying the bills and affording to take up leisure activities and join a gym for example.

Access to good quality, healthy food

Being redeployed into another role, earning a salary will help individuals have those choices about what food to buy etc.

People's emotional and mental well-being

Redeployment will help support individuals emotional and mental wellbeing, being in paid employment, around people within teams potentially may all with support and they will have colleagues to talk to and offload. Paid employment will help with so many other factors linked to lifestyle and ultimately help support the wellbeing of individuals. Employees can also access occupational health and the EAP for free and might possibly be in a medical scheme via salary deductions which will help with advice and support.

Access to healthcare

Employees have the option to use the EAP and Occupational health which has a variety of options of support available.

Participation in leisure opportunities

Paid employment will allow employees to have that choice and access more facilities.

Negative impacts identified:

A social and physical environment that encourage and support health and well-being

If employees are not redeployed and don't want to be made redundant, there is the possibility that families could lose their homes, bills might go unpaid and there may be an impact on mental health with a lack of opportunity or support to engage in activities to help.

Access to good quality, healthy food

Redeployment Policy

Individuals who don't get redeployed may not have the options for good quality healthy food.

People's emotional and mental well-being

If employees are not redeployed and are made redundant it could have implications linked to confidence and mental health. Employees would no longer have the access to the EAP, occupational health or medical scheme and not being able to find employment could take a toll on an individual's mental health. Older employees, disabled employees for example may find it more difficult to obtain further employment and could be a challenge. Individuals could go from being in secure employment and a team to being very isolated and lonely.

Access to healthcare

Access to healthcare support such as occupational health and the EAP could cease with the contract of employment making it more difficult to find or source counselling for example.

Participation in leisure opportunities

Being in work could limit an individual's time to take part in activities or being out of work can also limit what options are available,

A more equal Denbighshire

Overall Impact

Neutral

Justification for impact

The impact is neutral because there will be employees who are made redundant depending on opportunities available during their notice period but there will be employees who find alternative employment. We cannot guarantee alternative employment.

Further actions required

Help and support must be given to those employees with protected characteristics and those who may struggle to find alternative employment after being made redundant. We need to be doing all

Redeployment Policy

that we can to help secure alternative employment for our employees. Training and courses can be accessed to upskill and we can access the WULF funding where possible to help employees upskill or be able to source alternative employment.

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Throughout the redeployment process, all employees are placed on the redeployment list at the point of being at risk regardless of length of service and will be supported in order to find alternative employment.

People who suffer discrimination or disadvantage

Employees will be given support throughout the process and will be given time of to attend interviews internal /external to the council in order to secure further employment. We have the Working Denbighshire team and recruitment specialists who will help support individuals.

People affected by socio-economic disadvantage and unequal outcomes

Being in paid employment will help socio economic disadvantage and unequal outcomes. Any armed forces veterans will benefit from remaining in employment if they have redeployment opportunities and not have to face the barriers or finding employment outside the council.

Areas affected by socio-economic disadvantage

Being in paid employment may help alleviate socio economic disadvantage, giving them options to buy, access and use facilities.

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Employees who have a protected characteristic for example may find it harder to obtain further

Redeployment Policy

employment and remain unemployed for sometime. They may not know where to go for help or support and may feel discriminated against throughout the whole process.

People who suffer discrimination or disadvantage

Redeployees who experience discrimination might not engage in the process and eventually be made redundant. They may be hesitant to move to another department or location and therefore miss out on opportunities.

People affected by socio-economic disadvantage and unequal outcomes

Being unemployed and redundant may have an impact on an individuals lifestyle, ability to pay the bills, keep a vehicle etc.

Areas affected by socio-economic disadvantage

Unsuccessful redeployment may result in socio economic disadvantage and could contribute to a particular area being disadvantaged.

A Denbighshire of cohesive communities

Overall Impact

Neutral

Justification for impact

Overall there is a neutral impact as there are those employees that will not be redeployed and could result in negative impacts, however there are employees who want to be made redundant and those that will go onto secure employment elsewhere, so its not negative.

Further actions required

We can offer support to those redeployees looking for alternative employment and try to accommodate workstyle which suit the individuals circumstances, e.g. consider broadband access, agile working, travel options.

Positive impacts identified:

Safe communities and individuals

Being in paid employment may help to alleviate other ways to earn money and reduce crime and make communities safer.

Community participation and resilience

N/A

The attractiveness of the area

N/A

Connected communities

Being in employment could help with the costs of travel and broadband or potentially move to an area that has better connected communities.

Rural resilience

N/A

Negative impacts identified:

Safe communities and individuals

Being made redundant may force individuals into alternative ways to find money if they are unable to secure employment. This could be detrimental to the area /communities.

Community participation and resilience

N/A

The attractiveness of the area

N/A

Connected communities

redeployees might be able to work in an agile way, however the broadband or access to transport links might be limited so they are unable to work from home or travel into a location.

Rural resilience

N/A

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact

Neutral

Justification for impact

Overall there is a neutral impact as retaining Welsh speakers via redeployment will help provide a bilingual service to communities for example, but we may lose staff who are fluent Welsh speakers who we cannot redeploy and therefore we might only be able to provide a service to our communities in English. There may only be redeployment opportunities that are Welsh essential and we might not be able to fill those positions depending on the language skills of the redeployment pool.

Further actions required

More staff need to be given the support and encouragement to learn Welsh in order to serve our communities bilingually and also have more opportunities for redeployment. Our Welsh language officer could offer support to those staff who lack confidence in speaking Welsh and encourage more staff to learn Welsh.

Positive impacts identified:

People using Welsh

Being in paid employment with the council will help employees increase their exposure to the Welsh language and they have the ability to access free Welsh courses during their employment.

Promoting the Welsh language

Individuals in employment within the council will retain Welsh speakers and encourage the use of the language in the workplace. The service we offer to our communities will also be bilingual by keeping Welsh speakers in employment.

Culture and heritage

Keeping the Welsh language skills in the council will help our goals with regards to the Welsh language and increase the number of speakers.

Negative impacts identified:

People using Welsh

Those employees who are not redeployed may not have the same access to free Welsh courses and exposure which might result in less Welsh being spoken and lower confidence in using the language. There may be redeployment opportunities for Welsh speakers only and therefore this will limit anyone who doesn't speak Welsh from being redeployed into those jobs.

Promoting the Welsh language

Losing Welsh speakers may result in a bilingual service not being able to be offered to our communities.

Culture and heritage

Losing employees who speak Welsh will have an impact on the services and communities.

A globally responsible Denbighshire

Overall Impact

Neutral

Justification for impact

Overall the impact is neutral as some staff will be redeployed and the impacts could be reduced but

Redeployment Policy

there will be staff who will be made redundant and may need to travel further for job opportunities or work from home more.

Further actions required

Redeploying staff where possible is best outcome for climate change in a role where there is less travel and less impact on climate. Ways in which an individual works will have to be considered in order to reduce this impact.

Positive impacts identified:

Local, national, international supply chains

N/A

Human rights

N/A

Broader service provision in the local area or the region

Redeploying staff will help services deliver their objectives

Reducing climate change

Redeployment may help with a reduction in travel for employees and working in a different job/team might reduce the energy consumption.

Negative impacts identified:

Local, national, international supply chains

N/A

Human rights

N/A

Broader service provision in the local area or the region

Not being able to redeploy staff might prevent services from delivering their objectives.

Reducing climate change

More travel and use of buildings, increased heating of homes for agile workers will contribute to climate change. Individuals looking for work might have to travel further afield and therefore cause more damage to the environment.