

## Equality Impact Analysis

This equality impact analysis establishes the likely effects both positive and negative and potential unintended consequences that decisions, policies, projects and practices can have on people at risk of discrimination, harassment and victimisation. The analysis considers documentary evidence, data and information from stakeholder engagement/consultation to manage risk and to understand the actual or potential effect of activity, including both positive and adverse impacts, on those affected by the activity being considered.

To support completion of this analysis tool, please refer to the equality impact analysis guidance.

### Section 1 – Analysis Details (Page 5 of the guidance document)

<b>Name of Policy/Project/Decision</b>	Unauthorised Absence
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	HR
<b>Proposed Implementation Date</b>	1 <sup>ST</sup> June 2025
<b>Author of the EqlA</b>	Mel Cunningham / Andrew Smith
<b>Date of the EqlA</b>	1/5/25

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
To have a policy in place to manage deductions of pay in a fair and consistent way in situations where employees fail to attend work and do not provide a reason for absence.

## Section 2 – Impact Assessment (Pages 6 to 10 of the guidance document)

<b>2.1 Who could the proposed policy/project/decision likely have an impact on?</b>
<p>Employees: <b>Yes</b></p> <p>Community/Residents: <b>No – not applicable</b></p> <p>Third parties such as suppliers, providers and voluntary organisations: <b>No</b></p> <p>If the answer to all three questions is 'no' there is no need to continue with this analysis.</p>
<b>2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation</b>
<p><b>Documentary Evidence:</b></p> <p>Occasional issues arise, mainly with frontline employees who fail to contact Management to advise of non-attendance or simply leave the Council without a formal resignation.</p>
<p><b>Data:</b></p> <p>Not available</p>
<p><b>Stakeholder information/consultation:</b></p> <p>Discussions held with senior managers and HR colleagues affected by these issues.</p>
<b>2.3 Consider the following questions in terms of who the policy/project/decision could potentially have an impact on. Detail these in the impact assessment table (2.4) and the potential impact this could have.</b>

- Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups?
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic?
- Could the proposal affect the usage or experience of a service because of a protected characteristic?
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal?
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation?
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)?
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council?

2.4 Characteristic	Potential Impacts	Evidence (from 2.2) to demonstrate this impact	Mitigations to reduce negative impact	Impact level with mitigations Positive, Neutral, Negative
<b>Age</b>	Older or younger employees may have difficulty with digital communication, potentially delaying absence notifications.		Provide varied communication methods (phone, SMS, in-person) and ensure reasonable adjustments for technology access.	Neutral
<b>Disability</b>	Disabled employees (e.g. mental health, cognitive impairments) may be unable to communicate during absence.		Build flexibility and reasonable adjustments into policy; allow communication via representatives or post-event clarification	Neutral

<b>Gender Reassignment</b>	Employees transitioning may avoid contact due to stigma or medical leave.		Reinforce confidentiality, establish safe contact channels, train managers in sensitivity and inclusion.	Neutral
<b>Marriage and Civil Partnership</b>	No direct impact; indirect through potential care responsibilities.			Neutral
<b>Pregnancy and Maternity</b>	Medical issues during or post-pregnancy may delay communication.		Policy should acknowledge pregnancy-related issues and allow flexibility in absence reporting.	Neutral
<b>Race</b>	Language barriers may delay or alter communication		Promote culturally inclusive communication; train managers in cultural competence.	Neutral
<b>Religion and Belief</b>	No direct impact			
<b>Sex</b>	No direct impact			
<b>Sexual Orientation</b>	No direct impact			
<b>Carers</b>	Carers may experience emergencies that delay contact.		Allow for flexibility, promote carer-friendly guidance in absence policies.	

<b>Looked After Children and Care Leavers</b>	Risk of reduced support or lack of advocacy in communication lapses		HR policies to explicitly consider care leavers' needs and allow advocacy if needed	
<b>Socio-economically vulnerable</b>	May lack access to digital tools for timely contact.		Provide accessible communication channels and consider postal or alternative options.	
<b>Veterans</b>	May experience PTSD or other barriers to timely contact.		Provide trauma-informed manager training and flexible contact policies.	

### **Actions required to mitigate/reduce/eliminate negative impacts or to complete the analysis**

<b>2.5 Characteristics</b>	<b>Action</b>	<b>Action Owner</b>	<b>Completion Date</b>
Disability	Include explicit flexibility and adjustments in absence policy.	HR	Dec 2025
Pregnancy & Maternity	Add pregnancy-related medical exemption guidance to policy.	HR	Dec 2025
Race/Ethnicity	Deliver manager training on culturally competent communication.	HR	Dec 2025
Religion/Belief	Add holiday observance clause into absence communication section.	HR	Dec 2025
Gender Reassignment	Include confidential and inclusive communication options in guidance.	HR	Dec 2025
Age	Offer varied methods of contact and raise awareness with managers.	HR	Dec 2025
Carers	Update policy to recognise emergency caregiving scenarios.	HR	Dec 2025
All Characteristics	Add unconscious bias refresher to annual HR manager training.	HR	Dec 2025

### **Section 3 - Impact Risk**

Establish the level of risk to people and organisations arising from identified impacts, with additional actions completed to mitigate/reduce/eliminate negative impacts.

#### **3.1 Identifying risk level (Pages 10 - 12 of the guidance document)**

Impact x Likelihood = Score			Likelihood			
			1	2	3	4
			Unlikely	Possible	Likely	Very likely
Impact	4	Very High	4	8	12	16
	3	High	3	6	9	12
	2	Medium	2	4	6	8
	1	Low	1	2	3	4
	0	Positive / No impact	0	0	0	0

<b>Risk Level</b>	<b>No Risk = 0</b>	<b>Low Risk = 1 - 4</b>	<b>Medium Risk = 5 – 7</b>	<b>High Risk = 8 - 16</b>
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<b>3.2 Level of risk identified</b>	Low/Neutral
<b>3.3 Reasons for risk level calculation</b>	Without mitigations, there is a medium risk of indirect discrimination, especially for disability, pregnancy, and ethnicity. With outlined mitigations and manager training, the policy is equitable and defensible.

#### Section 4 - Analysis Decision (Page 11 of the guidance document)

<b>4.1 Analysis Decision</b>	<b>X</b>	<b>Reasons for This Decision</b>
There is no negative impact therefore the activity will proceed		
There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed	X	Potential negative impacts were identified but all can be mitigated with clear policy wording, reasonable

		adjustments, and training for managers. The proposal can proceed with actions in place.
There are medium to high risks identified which cannot be mitigated following careful and thorough consideration. The activity will proceed with caution and this risk recorded on the risk register, ensuring continual review		

## Section 5 – Sign Off and Revisions (Page 11 of the guidance document)

5.1 Sign Off	Name	Date	Comments
Lead Officer/SRO/Project Manager			
Responsible Asst. Director/Director			
EDI			

## EqIA Revision Log

5.2 Revision Date	Revision By	Revision Details