

**Equality Impact Assessment
Stevenage Borough Council staff
and service related budget
savings for 2011/12**

25 January 2011

Background

Equality Framework for Local Government

The Council is committed to principles set out in the Equality Framework for Local Government and is currently at achieving level and aims to reach the excellent level by 2013.

A key part of the Equality Framework involves carrying out Equality Impact Assessments (EqIAs) on all existing, changing, and new policies, services and procedures within a service. This is to ensure that they do not have an adverse impact on a particular group of people due to their gender, sexuality, religion or belief, race, age, gender identity or because they are disabled people. It is also to make sure that opportunities are taken to actively promote equality and diversity, and good community relations, wherever possible. EqIAs also identify any positive impacts for different groups that can be celebrated.

All functions and policies will be subject to an EqIA. Functions include services provided by the Council, plus other duties and powers, such as enforcement, licensing and regulation. Assessing all policies and procedures will therefore include those which are part of a corporate function as well as those which relate to services and employment.

What is an equality impact assessment?

An EqIA is a tool to identify whether or not services, policies and procedures are meeting the needs of and are accessible to all our communities and customers. The process allows for the examination and identification of potential barriers, acts or omissions that affect individual and communities because of factors of ethnicity, gender, age, disability, sexual orientation, gender identify, carers, or any other factor. Where any negative consequences arise, action can be undertaken to eliminate or minimise this and promote equality and diversity or good community relations while positive actions and outcomes can be identified and celebrated.

By undertaking an impact assessment we are able to:

- Know our customers and communities and improve service delivery through engaging, identifying and assessing the needs, experiences and circumstances of those who are affected by our policies, procedures, services and strategies
- Develop equality objectives and targets that produce fairness, equity and promote good community relations and equal life chances for all
- Ensure that we are open and accountable in the things that we do and improve the confidence of our customers and communities that we treat everybody fairly
- Improve our service and project planning processes, by making EqIAs integral to the process, saving time and resources
- Become a better employer by identifying the needs of our different groups of employees and making changes as appropriate
- Meet our general and specific duties under equality, diversity and human rights legislation
- Promote and work towards equality of opportunity and reduce discrimination and enhance relations between different groups in society.

Equality Impact Assessment Template

Name of function being assessed (*Service, Policy, Procedure, Strategy etc*)

Staff and service related budget savings for 2011/12.

Is this an existing or new function, or are you reviewing the function?

Review of function - part of the 2011/12 budget setting process.

Who is completing the assessment? (*Please state names and should include at least 3 people from across the department, or the project team*)

Name of lead officer Michelle Sheriff

Job title Programme Co-ordinator (Equality and Diversity)

Service area Policy and Partnerships

Directorate Housing, Partnerships and Communications

Date assessment begun: 3 November 2010

Date assessment completed: 25 January 2010

List others involved (including job titles)

- Cath Cashin, Head of HR and Organisational Development
- Diane Scott, Human Resources Manager
- Heads of Service of Stevenage Borough Council
- Lucie Culkin, Communications Team Leader
- Nicola Kilvington, Corporate Strategy, Partnerships and Communications Manager
- Richard Protheroe, Head of Housing, Partnerships and Communications
- Sue Vanneck, Workforce Planning Officer

Stage 1: SCOPE of FUNCTION

What are the main aims and objectives or purpose of the service/policy/procedure/strategy?

Stevenage Borough Council is required to make significant savings due to a reduction in the central government grant of £906,534 (14.6%) in 2011/12 and a further £499,000 (9.4%) in 2012/13.

Stevenage Borough Council Executive and Strategic Management Board

(SMB) have taken steps to ensure that budget savings decisions are made in a fair, transparent and accountable way, considering the needs and the rights of different people.

Particular care was taken to limit the impact of savings on frontline services. Each of the budget savings proposals were initially considered to determine whether further analysis was necessary to assess the impact of the proposal on equality. Proposals that were considered to have potentially negative impacts on equality were then assessed by Heads of Service using an Equality Impact Assessment form that included consideration of age, sex, race, disability, sexual orientation, religion/belief, transgender, pregnancy/maternity and socio-economic factors. The assessment included the creation of a plan to undertake mitigating actions to avoid or reduce the identified negative impact. The results of these assessments were presented to Executive on 17 November 2010 to inform their budget savings discussions.

As the Council's salary costs are the most significant aspect of expenditure, the majority of savings proposals are staff related. It is anticipated that around 45 (but up to 50) staff will be dismissed by reason of redundancy with higher numbers placed at risk in the intervening period. The process for proposing and considering budget savings was service driven; changes to posts are often a result of an associated service cut. For decisions relating to staff, we are considering both the impact on the Council's workforce as well as the impact on the people of Stevenage and the services they receive.

What outcomes do you want to achieve and for whom?

The aim of the exercise is to make the necessary savings by making fair, transparent and well considered decisions thereby minimising negative impacts on staff and services. This assessment is a tool to be aware of, and monitor, the impact of savings on service users and the workforce profile.

The Council values diversity in its workforce. We recognise that the composition, skills, understanding and commitment of our workforce adds to our ability to deliver responsive, personalised services to our equally diverse community. This assessment will consider the distribution of age, gender, full/part time working, ethnicity, disability, pay grade, length of service and trade union membership among affected staff compared to the overall Council staff compositions. By analysing the characteristics of at risk staff we will be able to tell if there has been a bias in the way staff are affected or if decisions have been made in a fair, non-discriminatory way.

As the consultations and restructures will be undertaken over a range of different timescales, anonymised data will be collected and monitored as it becomes available. This assessment and the data will be updated periodically as information becomes available so that results inform consultation, decisions and support for staff in an ongoing way.

List the main people, or groups of people that this function was designed to reach or benefit, and any other stakeholders

- Key stakeholders include:
- Stevenage Borough Council staff
 - Stevenage residents and service users
 - Trade unions that represent staff (UNISON and UNITE)
 - Stevenage Borough Council Executive

What other functions are covered by this EIA?

N/A

How are people (internal and external) informed about the service or function?
How is information publicised or explained to those affected either directly or indirectly?

Communications

A Communications Plan linked to the budget savings proposals was developed by the Communications Team Leader to ensure that staff and other stakeholders received information relevant to them in an accessible and timely way.

Communication with the public and external stakeholders

When budget proposals were approved, a press statement was released containing information about the proposals and information was also made available on the Council's website, Facebook and Twitter pages. The following stakeholders were briefed in meetings:

- The Member of Parliament for Stevenage
- Opposition Members of Stevenage Borough Council
- The Comet (local newspaper)
- Trade unions
- Stevenage Homes Limited
- Stevenage Leisure Limited
- North Herts College, Stevenage
- SoStevenage Board (LSP), which includes local Police, Health and voluntary sector representatives.

All Stevenage Borough Council staff

In October and November 2010 Chief Executive, Nick Parry, and the Leader of the Council, Cllr Sharon Taylor, jointly hosted a series of 'roadshows' or presentations for Council staff. These events gave staff the opportunity to learn about the Council's future plans and ask about any issues that were concerning them. There were seven events with 416 people attending in total. Feedback indicated that staff felt more informed about the Council and the issues it faced after the events.

Staff were then, and continue to be, kept up to date with the progress of

savings proposals and indications of their potential impact on staff using messages posted on the intranet and sent via email.

When savings proposals were approved by Executive, all Staff received a summary of the key savings proposals and information about the process to come. All staff directly affected by the savings proposals were seen by their Head of Service and a Human Resources (HR) Manager to inform them of the impact on their post.

At risk staff

Formal consultation with at risk staff commenced on 13 December 2010. Meetings took place between individual at risk staff, their Heads of Service and a HR Manager. Information communicated included:

- the proposal that affected them
- reasons for this
- outline of how a decision was reached
- details of who to go to for more information or to answer questions or concerns
- details of consultation process, timescale and how to respond.

At risk staff are given an individual letter outlining their personal position, a copy of a consultation document, an estimate of redundancy benefits that would be payable and the Managing Organisational Change Policy. Further meetings will be held with employees affected during the consultation process to answer queries and concerns.

Two workshops are being arranged for at risk staff in January explaining the Managing Organisational Change Policy and the internal job application process.

Also see the section on Consultation below.

What steps have you taken to ensure that your procurement procedures address equality issues, if the policy, practice, function or service is provided by another organisation or agency on behalf of the Council?

Stevenage Homes Ltd may be facing savings in 2011. The Council will provide any necessary assistance and ensure that SHL carry out any restructures in a fair way, considering the impacts on staff and community equality groups.

Stage 2: DATA COLLECTION

Evidence: Consultation, data, research. Knowing your customers and the community

This section is about obtaining information and evidence to inform decisions and judgements made about the impacts/barriers different people may face in accessing a service or function. Where gaps in information have been identified, further research and consultation will need to be undertaken before the assessment can be carried out to identify impacts. If this is not possible, it must be stated in the action plan.

What is the profile of the people affected/service users? How does this compare to the local profile? What is the difference? (if you don't know then include monitoring arrangements as an action to enable you to start to build a profile of your service users).

Services

Appendix 1 contains a summary of the nature of the impact of service related proposals on equality and details of mitigating actions the Council would undertake in order to reduce/avoid the impact.

The factor with the most identified negative impact as a result of proposals was the socio-economic factor (impacted by 10 proposals, 4 low, 5 medium and 1 high) followed by children and young people (4 proposals, 1 low, 2 medium, 1 high), older people (4 proposals, 2 low, 2 medium), people with disabilities (4 proposals, 3 low, 1 medium), parents/caregivers (1 high), race (2 low) and gender (1 low). Two proposals had a potential impact on all equality groups (S18 with a medium impact and S91 with a high impact).

The table below contains information about the number of assessments undertaken after potential negative impact was identified for each Service Delivery Unit and the assessment of their potential negative impact on equality (high, medium or low impact).

Service Delivery Unit	Low	Medium	High	Total
Cross-cutting	1			1
Property and Estates	2			2
Leisure, Community and Children's Services		6	1	7
Environmental Services	2			2
Housing, Partnerships and Communications			1	1
Environmental Health and Licensing	2			2
Total	7	6	2	15

All other proposals not listed were assessed as having a neutral or positive impact on equality and so were not further analysed.

At risk staff - data

This assessment will consider the distribution of age, gender, full/part time working, ethnicity, disability, pay grade, length of service and trade union membership among affected staff compared to the overall Council staff compositions. By doing this we will be able to tell if there has been a bias in the way staff are affected or if decisions have been made in a fair, non-discriminatory way.

Scope and status of data

Note that the data analysed below was extracted (and therefore correct) on 9 December 2010 and is likely to have changed slightly since. The information includes data that the Council holds about the 81 people who are at risk of being made redundant (as at 9 Dec) as compared to the current total number of staff currently employed by Stevenage Borough Council, not including Stevenage Homes Ltd staff (559). Note that only around 45 of these people will be made redundant after consultation and restructures have taken place and the staff impacted may change should counter-proposals be made and agreed. In addition, further changes to budget savings proposals are possible as a result of any further financial pressures and an ongoing requirement to improve effectiveness and deliver efficiencies.

Note that there was insufficient information about religion/belief and sexuality for analysis but more data will be gathered in an upcoming staff monitoring survey in early 2011. Also note that there were no known staff pregnancies and no staff on parental leave at the time of analysis.

Monitoring

As the consultations and restructures will be undertaken over a range of different timescales, anonymised data will be collected and monitored as it becomes available. This assessment and the data will be updated periodically as information becomes available so that results inform consultation, decisions and support for staff in an ongoing way.

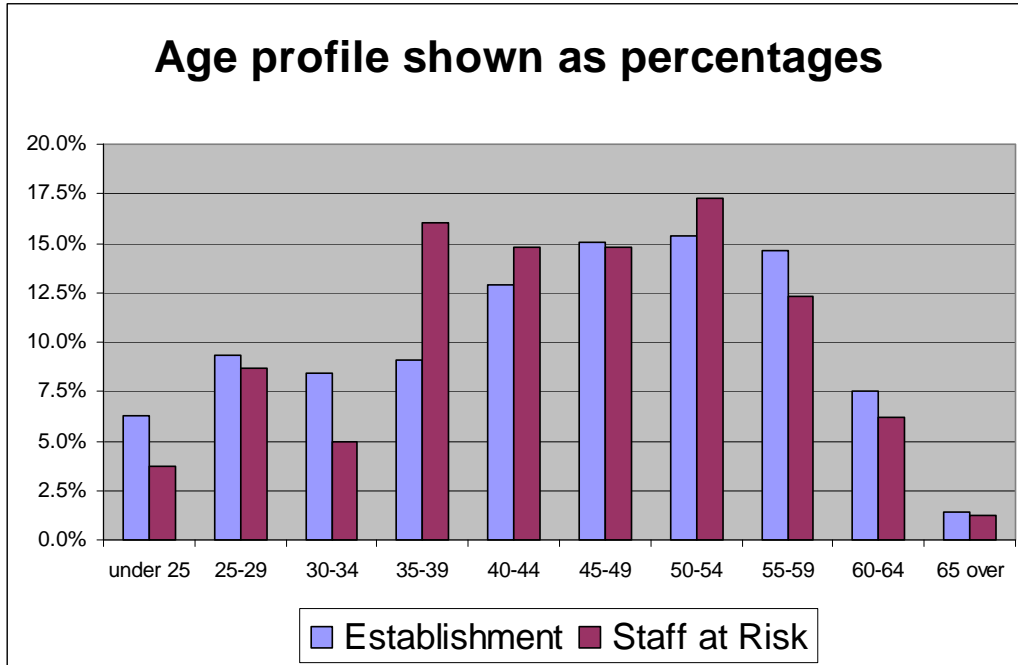
Age

The following table provides the numbers of overall staff and at risk staff that are the ages listed below. It also includes the percentage of all staff in each age category who are at risk.

Age	Establishment	Staff at Risk	Percentage of total category at risk
Under 25	35	3	5.7%
25-29	52	7	13.5%
30-34	47	4	8.5%
35-39	51	13	25.0%
40-44	72	12	16.6%
45-49	84	12	14.3%
50-54	86	14	16.3%
55-59	82	10	12.2%
60-64	42	5	11.9%
65 over	8	1	12.5%
Total	559	81	14.5%

The table shows that 25% (13 out of 51) of all staff aged 35 to 39 are at risk of redundancy (compared to 14.4% of staff at risk overall).

The graph below provides further information about the percentage of staff at risk who are the listed ages as compared to the percentage of all staff who are the listed ages.



The graph shows that there may be a disproportionate percentage of staff at risk who are aged 35 to 39 (16.05% or 13 people) compared with the overall proportion of staff who are 35 to 39 years old (9.12% or 51 people). Those aged 40 to 44 and 50 to 54 also appear to be slightly disproportionately represented in the at risk group.

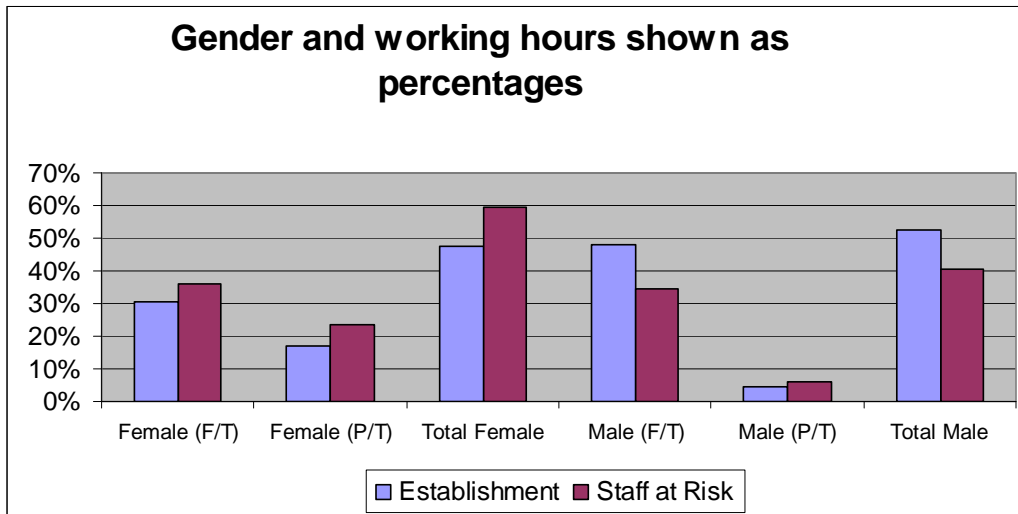
Gender and working hours

The table below provides information about the number of staff overall and the number of at risk staff who are female, male, part time and full time. It also shows the percentage of each category who are at risk.

Gender Part/Full time	Establishment	Staff at Risk	Percentage of total category at risk
Total Female	265	48	18.1%
Female Full time	171	29	17.0%
Female Part time	94	19	20.2%
Total Male	294	33	11.2%
Male Full Time	269	28	10.4%
Male Part Time	25	5	20.0%
Total	559	81	14.5%

The table shows that 18.1% of all women employees are at risk compared to 11.2% of all male employees being at risk. Around 20% of both male and female current part time employees are at risk.

The graph below provides percentages of staff and staff at risk who belong to each category (i.e. the percentage of overall staff who are male, part time etc compared to the percentage of at risk staff who are male, part time etc).



The graph shows that both full time and part time women, as well as part time men, are disproportionately represented in the at-risk group. Full time male staff appear to be the least affected group.

Race, ethnic and national origin

This table provides the numbers and percentages of overall staff and at risk staff who come from the listed racial, ethnic and national origins. It also provides the percentage of each category who are at risk.

Race, ethnic and national origin	Establishment	Staff at risk	Percentage of total category at risk
Black, Asian and Minority Ethnic Background	30 (or 5.4% of staff)	7 (8.6% of total staff at risk)	23.3% (7 out of the 30 BAME staff are at risk)
White British	439 (or 78.5% of staff)	66 (81.5% of total staff at risk)	15% (66 out of the 439 White British staff are at risk)
Other background	90 (or 16.1% of staff)	8 (9.9% of total staff at risk)	8.9% (8 out of the 90 staff of other backgrounds are at risk)
Total	559	81	14.5% of staff are at risk

Black, Asian and Minority Ethnic Background (BAME) includes Asian or Asian British (including Indian and Bangladeshi), Black British Caribbean, Black or Black British (including African and Caribbean), Caribbean, Chinese, Indian, Pakistani, Mixed (White and Asian, Black African, Black Caribbean, Black British), other ethnic background and other mixed background.

White British includes only White British.

Other background includes Eastern European, English, German, Gypsy/Romani, Gypsy/Traveller, other white background, White – English, White – Irish, White – Scottish, prefer not to say, not stated.

Of the 81 people at risk of redundancy, seven people are from a Black, Asian

or Minority Ethnic (BAME) background. This represents 8.6% of people at risk – which is higher than the proportion of staff who are BAME (5.4%). 23% of all BAME staff are at risk of redundancy compared to 15% of all White British Staff at risk of redundancy.

Disability

Of those at risk of redundancy, a very small number have declared that they have a disability. The exact number will not be given here for confidentiality reasons (to avoid the risk of identification). However, after data analysis we are confident that people with disabilities are not disproportionately represented in the at risk group.

Trade union representatives and membership

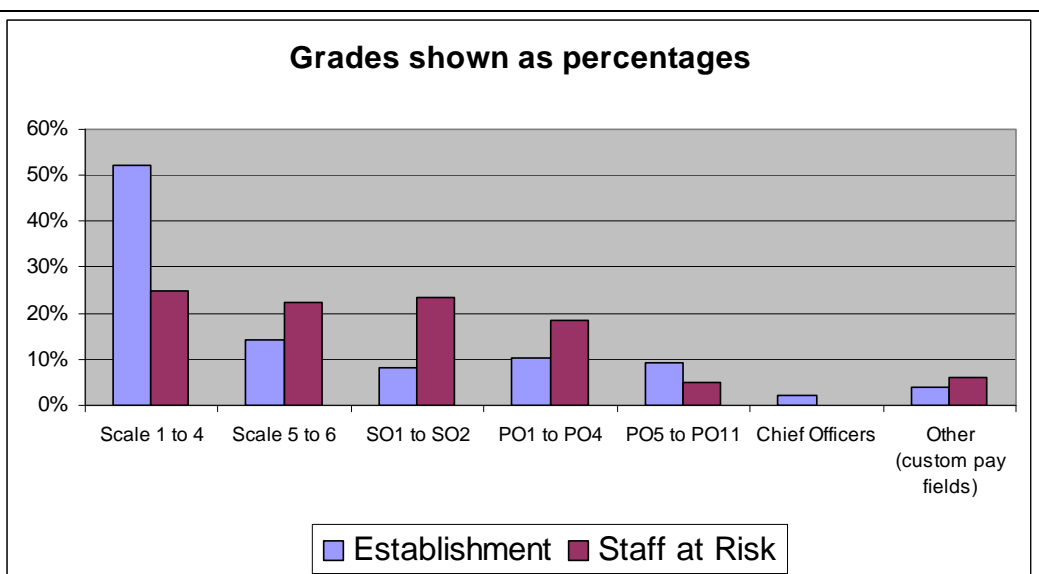
Three staff out of 81 at risk of redundancy are trade union representatives. Information about trade union membership is confidential and so was not available for analysis (and equally therefore, is unlikely to have had an impact on decisions).

Pay grade

The table below provides the numbers of overall staff and those at risk who are on the listed pay scales. It also provides percentages of staff in each category who are at risk (for example 41.3% of people on scales S01 and S02 are at risk of redundancy).

Pay grade (and rough annual salary range)	Establishment	Staff at Risk	Percentage of total category at risk
Scale 1 to 4 (£12,000 - £20,000)	292	20	6.8%
Scale 5 to 6 (£20,000 - £25,000)	79	18	22.8%
SO1 to SO2 (£25,000 - £30,000)	46	19	41.3%
PO1 to PO4 (£29,000 - £35,000)	57	15	26.3%
PO5 to PO11 (£32,000 - £41,000)	51	4	7.8%
Chief Officers (£52,000 - £114,000)	12	0	0.0%
Other (custom pay fields/Career Grades)	22	5	22.7%
Total	559	81	14.5%

The graph below provides the percentages of overall staff and at risk staff who are on the named pay scales.



The graph suggests that staff between scale 5 and grade PO4 may be disproportionately represented in the at risk group. Those on scales 1 to 4 (the lowest pay scales) are underrepresented in the at risk group.

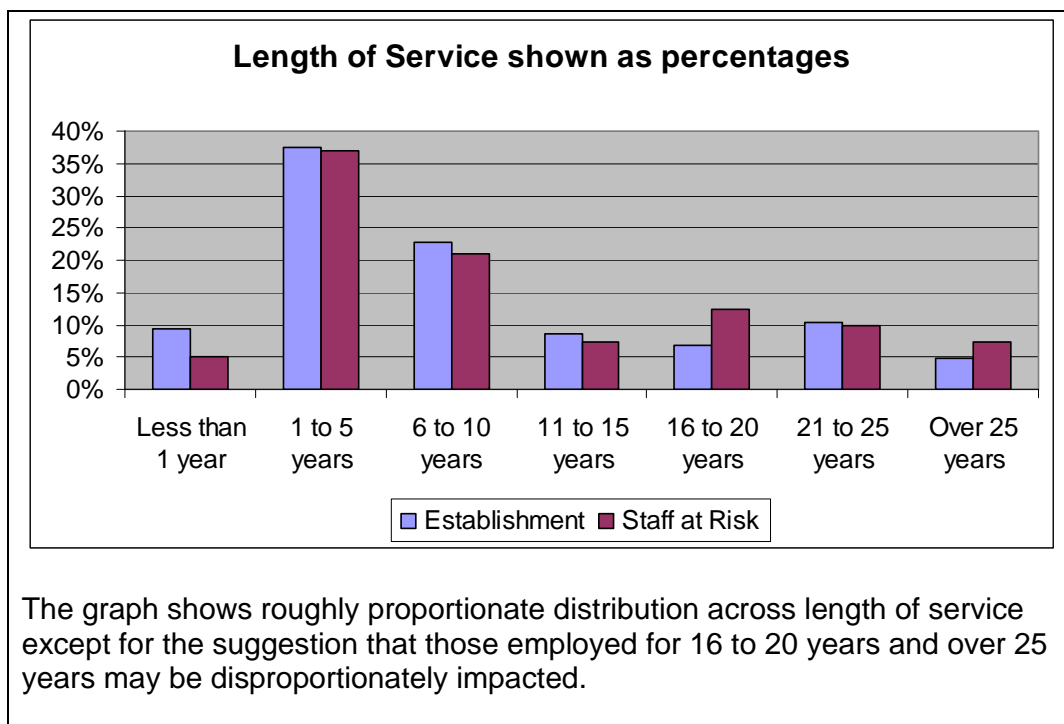
Length of Service

The table below provides the numbers of overall staff and staff at risk who have been employed by Stevenage Borough Council for the listed number of years. It also contains the percentages of people in each category who are at risk (for example, 26.3% of all staff who have been employed by Stevenage Borough Council for 16 to 20 years are at risk of redundancy).

Length of service	Establishment	Staff at Risk	Percentage of total category at risk
Less than 1 year	52	4	7.7%
1 to 5 years	209	30	14.4%
6 to 10 years	127	17	13.4%
11 to 15 years	48	6	12.5%
16 to 20 years	38	10	26.3%
21 to 25 years	58	8	13.8%
Over 25 years	27	6	22.2%
Total	559	81	14.5%

Out of the 81 at risk staff, 30 people (or 37%) have been employed by Stevenage Borough Council for more than 10 years. This is compared to 30.6% of all staff who have been employed by Stevenage Borough Council for more than 10 years. This is an important consideration for the provision of support for people who will need to find new employment but have not had recent experience of looking for work.

The graph below provides the information as percentages (i.e. the percentage of overall staff compared with the percentage of at risk staff who have been employed by Stevenage Borough Council for the named number of years).



What information do you have about this area of work, including data, consultation that will support the development of the impact assessment? Who was involved?

Consultation

Consultation with staff
 Stevenage Borough Council staff are being consulted on the savings proposals with separate consultation processes for individual service delivery units or teams as appropriate. Consultation papers will be distributed to staff in December 2010, January and February 2011 for comments and questions.

The consultation response forms ask staff for feedback on (for example):

- General issues arising from the proposals
- Proposed structures and priorities
- Current problems
- Support required by staff

Feedback and any counter-proposals that are made will be considered by the Head of Paid Service and Directors before restructures take place or final decisions are made. Staff who are affected by the proposals are entitled to raise their concerns and challenge their selection for redundancy through the Council's Grievance Procedure.

Consultation with the public
 On 11 September 2010, a 'Community Conference' consultation event was held to gather views on the future of Council services. Fifty-four randomly selected Stevenage residents attended with diversity in terms of neighbourhood, gender, age, ethnic group and so on. The Saturday morning

workshop included an overview of the Council's financial position and challenges, interactive voting, before and after questionnaires, discussion of 20 services the Council spends the most money on and a discussion of views on savings, income generation and community involvement. The results of this consultation were presented to the Council's Strategic Management Board and Executive to inform their decisions of which savings proposals would be taken forward.

Another consultation event, called 'Café Choice', was held on Saturday 11 December 2010 in Stevenage town centre. The event offered passers-by the opportunity to agree or disagree and provide general feedback on 12 key savings proposals and identify their priorities for the town over the next 5 to 10 years. It is estimated that over two hundred people shared their views on the day.

Budget consultations have also been placed online. The Council's website invites people to take part in an online debate about the proposals on its Facebook and Twitter pages. An online questionnaire is also used to gather views about the proposals and ideas for reducing costs.

Results of these consultation activities were provided to Stevenage Borough Council's Strategic Management Board on 4 January 2011 and Executive on 19 January 2011 to inform decisions.

Consultation with unions

Stevenage Borough Council is committed to working together in good faith with our trade union representatives and staff with a view to reaching agreement on staff related budget proposals. Formal collective consultation with the trade unions UNITE and UNISON opened on 6 December 2010. The Council is working with unions throughout the consultation period to discuss ways of avoiding dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of the dismissals.

Support for staff

Stevenage Borough Council is committed to supporting all staff who are affected by change, in the first instance through their line managers and HR. Staff may take advice from their trade union representative who may accompany them to meetings.

Every effort will be made to support staff who are made redundant with finding alternative employment with assistance varying according to individual needs. Support may include workshops, individual support sessions, career counselling, advice and assistance with job search/career transition, skills development, job application advice, interview skills training, occupational health support and reasonable time off for searching for alternative employment. They will also be given assistance with retraining including meeting reasonable retraining costs.

Stevenage Borough Council recognises that it is likely to be a stressful time for many employees, particularly those at risk of redundancy. All staff have

ongoing access to a confidential Employee Support Programme (through PPC Worldwide) that includes face to face counselling, telephone counselling, manager support, a general information service and child and dependant care. This service is, and will continue to be, promoted for use by staff throughout the process.

Change Management

The proposals will be dealt with through the Council's Managing Organisational Change Policy, which outlines the Council's principles in this area including selection and redeployment processes.

The Council will endeavour to offer suitable alternative employment within the organisation to all employees affected by the proposals. All staff in this situation will be given the opportunity of having one to one discussions with their manager and HR to discuss their options and career development. Redeployment in vacant Council posts, using a fair and transparent process, will continue to be considered during redundancy notice periods with a view to retracting redundancy notices if possible. The Council will be providing outplacement services for staff that are placed under notice of dismissal.

Single Status

Stevenage Borough Council is currently undergoing a 'Single Status' review to harmonise terms and conditions for staff and ensure jobs are graded in accordance with a fair and non-discriminatory grading structure. This will ensure that employees receive equal pay for undertaking work of equal value.

Is there sufficient data and consultation information to inform you about different equality groups or are there any gaps? If so, what action will be taken to rectify the gaps?

Some staff personal information was not available because of staff turnover since the last monitoring survey took place. A further staff monitoring survey will be conducted in early 2011 to ensure full information in the future.

An Equality Impact Assessment is necessary for the Council's Managing Organisational Change Policy and is planned for 2011.

Have any complaints been made on the basis of discrimination? What are these?

No complaints regarding the budget savings process have been made to-date but this situation will be monitored and any arising information will be included in the ongoing assessment.

Stage 3: ASSESSMENT of IMPACT

Assessing the impact – use this template to identify the impacts of your function on different groups using the data and consultation.

<p>1. What is the aim and what do you want to achieve?</p> <p>The aim of the exercise is to make necessary savings by making well considered decisions with a fair and transparent process. The Council aims to be aware of the impact of budget proposals on staff and services and to work to minimise or avoid negative impact where possible using the measures outlined.</p>		
<p>2. What is actually happening in real life that prevents aims and outcomes being achieved and people from accessing the function/policy? (data, consultation and staff knowledge and observations)</p> <p>Although the Council aims to make staff related savings decisions in a non-discriminatory way without taking into consideration staff equality characteristics, it is possible that some groups may be disproportionately impacted because of the current staff compositions. Unfortunately, disproportionate impact cannot be known until at risk staff have already been identified and data is analysed. It is recognised that there is therefore limited scope for this information to have significant impact on decision making but there is scope for influencing the support provided to staff and any future savings processes.</p>		
<p>3. Think about the impact on the different people. Write the impacts in the columns below</p>		
	Staff impact	Service user impact (medium and high impacts included)
Age	Staff aged 35 to 39 appear to be disproportionately represented in the at risk group.	<p>A potential negative impact on children and young people as a result of:</p> <ul style="list-style-type: none"> • the reduction in holiday play schemes (S75) and deletion of play development post (S139). • the reduction in museum operating hours (S136). • the reduction in Community Grant Funding (S91) <p>A potential negative impact on older people as a result of:</p> <ul style="list-style-type: none"> • reduction in Dial-a-ride service (S64). • reduction of subsidy for luncheon clubs (S71) <p>Loss of Community Development posts (S18) may have a negative impact on all equality groups.</p>

Disability	No impact	A potential negative impact on people with disabilities as a result of: <ul style="list-style-type: none"> • reduction in Dial-a-ride service (S64). • the reduction in Community Grant Funding (S91) Loss of Community Development posts (S18) may have a negative impact on all equality groups.
Gender	Female staff are more likely to be at risk than males.	Loss of Community Development posts (S18) may have a negative impact on all equality groups.
Ethnicity	Based on the data analysis, it appears that staff from Black, Asian and Minority Ethnic (BAME) backgrounds may be disproportionately affected.	Loss of Community Development posts (S18) may have a negative impact on all equality groups.
Sexual Orientation	N/A	Loss of Community Development posts (S18) may have a negative impact on all equality groups.
Religion/ Belief	N/A	Loss of Community Development posts (S18) may have a negative impact on all equality groups.
Socio-economic	<p>Pay grade: Staff earning on the lowest pay scales 1 to 4 (roughly less than £20,000 per year) are less likely to be at risk of redundancy. Staff earning on the pay scales between scale 5 and P04 (roughly between £20,000 and £35,000 per year) are more likely to be at risk than people on other pay scales.</p> <p>Working hours: Part time workers are more likely to be at risk compared to full time workers (particularly when compared to male full time workers).</p> <p>Length of Service: 37% of at risk staff have been employed by Stevenage Borough Council for more than 10 years. Those employed between 16 and 20 years and for over 25 years appear to be disproportionately represented in the at risk group.</p>	<p>A potential negative impact on people of low socio-economic status as a result of:</p> <ul style="list-style-type: none"> • the reduction in holiday play schemes (S75) and deletion of play development post (S139). • the reduction in museum operating hours (S136). • reduction in Dial-a-ride service (S64). • reduction of subsidy for luncheon clubs (S71) • no longer subsidising operational costs at Shephall Leisure Centre (S73) • the reduction in Community Grant Funding (S91) Loss of Community Development posts (S18) may have a negative impact on all equality groups.

Other	Trade union membership: Three staff out of 81 at risk of redundancy are trade union representatives. Information about trade union membership is confidential and so was not available for analysis (and equally therefore, is unlikely to have had an impact on decisions).	
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Overall Impact

Indicate the types and levels of impact found.

Diversity Strand	Negative Impact	Positive Impact
Ethnicity	Staff from Black, Asian and Minority Ethnic backgrounds	
Gender	Female staff	
Disability	People with disabilities	
Age	35 to 39 year old staff Children and young people Older people	Staff under 34 years old and 55 to 64 year olds
Faith/Belief		
Sexual Orientation		
Socio-economic	Part time staff Staff length of service 16 to 20 years and more than 25 years Staff on pay scales 5 to P04 People of low socio-economic status in Stevenage	Staff on lowest pay scales 1 to 4
Other	Trade Union representatives	

Stage 4: ACTION PLANNING

List any actions arising that will enable a fair, inclusive and accessible service to be delivered in the future

Problem or barrier identified	Objective/outcome	Actions	Responsible Person	Date for Completion	Resource implications
Some staff groups disproportionately impacted.	Use this information effectively to reduce negative impact on staff and workforce profile	<ul style="list-style-type: none"> Continue ongoing monitoring of data as it becomes available. Inform Strategic Management Board and Executive to inform decisions. Ensure HR has up to date information so that support to staff is tailored and most effective. Communicate information to other appropriate parties. 	<ul style="list-style-type: none"> - Michelle Sheriff and HR - Cath Cashin and Richard Protheroe - Michelle Sheriff and HR - Cath Cashin and Richard Protheroe 	<p>Ongoing.</p> <p>Budget considered by SMB on 24 January and full Council on 23 February 2010</p>	Saving
Reduction in staff advertising budget (S123)	Retain accessible recruitment advertising	<ul style="list-style-type: none"> Use local job centre/ library/ notice boards and provide translation and other services on request. 	-Cath Cashin, Human Resources	Ongoing	Saving
Facilities staff reduction (S24)	Maintain facilities service resilience	<ul style="list-style-type: none"> On occasions where resilience is low, management would arrange for other available staff to periodically check the reception area and respond as appropriate. 	-Keith Brown, Properties and Estates	Ongoing	Saving
Premium garage rent rise by £0.50 per week (S82)	Ensure alternatives for garage tenants	<ul style="list-style-type: none"> Tenants who are unable to afford the rent increase will be offered an alternative cheaper garage. 	-Keith Brown, Properties and Estates	Ongoing	Saving

Problem or barrier identified	Objective/outcome	Actions	Responsible Person	Date for Completion	Resource implications
Reduction in Community Development Officer posts (S18)	Maintain community support with reduced resources.	<ul style="list-style-type: none"> Although the staffing establishment will be reduced, the same geographic areas will be covered and the work programmes will be reviewed to ensure they are outcome focussed to deliver community and Council priorities. 	-Aidan Sanderson, Leisure, Community and Children's Services	December 2011	Saving
Holiday play schemes reduced (S75)	Ensure services available for those that need them.	<ul style="list-style-type: none"> The Council will continue to provide a holiday play scheme at its 3 permanent sites and users will be encouraged to use them. 	-Aidan Sanderson, Leisure, Community and Children's Services	Ongoing	Saving
Museum operating hours reduced (S136)	Maintain accessible museum service	<ul style="list-style-type: none"> The Museum where possible will continue to provide the same services albeit not at the same levels of frequency. Vary opening hours to remain as accessible as possible. 	-Aidan Sanderson, Leisure, Community and Children's Services	December 2011	Saving
Deletion of Play Development Post (S139)	Maintain service	<ul style="list-style-type: none"> Play out service has ended by other responsibility for attracting external funding will be retained by the existing team. 	-Aidan Sanderson, Leisure, Community and Children's Services	Ongoing	Saving Some duties picked up by other staff
Reduction in Dial-a-ride service (S64)	Maintain service	<ul style="list-style-type: none"> Council's Community Transport Vehicles to undertake some of the reduced Dial-a-ride service. 	-Aidan Sanderson, Leisure, Community and Children's Services	December 2011	Saving Community Transport Scheme resource to be used

Problem or barrier identified	Objective/outcome	Actions	Responsible Person	Date for Completion	Resource implications
Reduction of subsidy for Luncheon Clubs (S71)	Mitigate negative impact	<ul style="list-style-type: none"> The Council will phase the reduction in subsidy over three years to minimise the impact. 	-Aidan Sanderson, Leisure, Community and Children's Services	Over next three years	Saving
Termination of Dual Use agreement subsidising operational costs at Shephall Leisure Centre (S73)	Mitigate negative impact	<ul style="list-style-type: none"> The Council with SLL will endeavour to accommodate any affected users in other leisure facilities. 	-Aidan Sanderson	2012/13	Saving
Reduce parks maintenance (S34)	Maintain best service possible	<ul style="list-style-type: none"> Age: To ensure less tidy parks do not make older people and the young feel unsafe, promote parks possibly including information on actual incidents of ASB to allay any fears. Disability: To ensure disabled access maintained, consider frequencies of parks operations and review scheduling of works if necessary 	-Lee Myers, Environmental Services	Ongoing	Saving
Close staff canteen (S89)	Ensure adequate facilities for staff	<ul style="list-style-type: none"> Provide self-service vending machine and kitchen facilities. 	-Lee Myers, Environmental Services	December 2011	Saving Costs (e.g. vending machine) TBC

Problem or barrier identified	Objective/outcome	Actions	Responsible Person	Date for Completion	Resource implications
Reduction in Community Grant funding (S91)	Support the community and voluntary sector as much as possible	<ul style="list-style-type: none"> Communicate with Voluntary and Community Organisations (VCOs) that will no longer be funded to establish impact. Use information about impact to inform programme of support for VCOs in Stevenage Consult voluntary sector when reviewing approach to community funding in 2012/13 Hold Voluntary Sector Summit to inform programme of support for VCOs in Stevenage. Produce and implement a strategy and action plan to support the community and voluntary sector in Stevenage 	<p>-Richard Protheroe, Housing, Communications and Partnerships</p> <p>-Yasmin Mahmood, Stronger Communities Officer</p>	<p>By February 2011-01-25</p> <p>October 2011 to January 2012</p> <p>January 2011</p> <p>April 2011</p>	<p>Saving</p> <p>Summit estimated cost £1650</p>
No longer offer Animal Control service to the public (S39 and S40)	Ensure those who would have required subsidised services have alternative service.	<ul style="list-style-type: none"> Produce a list of 'approved contractors' for referral of enquires and ask potential contractors who wish to be included on such a list to offer discounts for benefit recipients. 	-Environmental Health and Licensing	December 2011	Saving

How will these be picked up in business planning? As part of the budget setting process, this EqIA will accompany any relevant reporting to SMB or Executive. Results will be considered for the development of the Council's workforce plan in 2011.

Will they be included in individual appraisal? Actions will be integrated into the workforce plan and the budget setting process, which each form part of individual appraisals for various managers and HR staff.

How and where will these actions be monitored (the overarching project / strategy action plan, service plan, work plan etc.)? The assessment and its results will be updated on an ongoing basis as consultation and restructures take place.

When will this service or function be reviewed? A similar process will take place in 2011 to address savings proposals for 2012/13.

Impact Assessment Summary

Name of function assessed	Staff and service related budget savings for 2011/12
Date completed	25 January 2011
Next review date	January 2012
Author	Michelle Sheriff (Programme Co-ordinator, Equality and Diversity)
<p>Outline of Assessment</p> <p>The assessment considered the impact of budget proposals on staff in relation to age, gender, race, sexuality, religion/belief, ethnic and national origin, disability, pay grade, job type, length of service and trade union membership.</p>	
<p>Assessment Team</p> <ul style="list-style-type: none"> • Cath Cashin, Head of HR and Organisational Development • Diane Scott, Human Resources Manager • Heads of Service, Stevenage Borough Council • Lucie Culkin, Communications Team Leader • Michelle Sheriff, Programme Co-ordinator, Equality and Diversity • Nicola Kilvington, Corporate Strategy, Partnerships and Communications Manager • Richard Protheroe, Head of Housing, Partnerships and Communications • Sue Vanneck, Workforce Planning Officer 	
<p>Data, information and Consultation used</p> <p>Consultation with staff, unions and the public was used to gather feedback and information on the budget proposals. Anonymised data relating to the equality characteristics of at risk staff was analysed in comparison to the overall staff composition.</p>	
<p>Impact, Outcomes and actions identified</p> <p>SMB and the Assessment Team have considered the analysis and consider that, while there is some impact, it does not appear to amount to discrimination on the part of the Council.</p> <p>The staff and service related savings, when considered together, appear to impact on different equality groups in the community and among staff. When considering the overall impact, the Council is confident that no one equality group stands out as being disproportionately affected by the savings.</p> <p>Mitigating actions were identified for every savings proposal that was assessed as having a potentially negative impact. The following actions are being taken to ensure that this information is used effectively to minimise negative impact on staff:</p> <ul style="list-style-type: none"> • Continue ongoing monitoring of data as it becomes available, updating the Equality Impact Assessment periodically. • Inform Strategic Management Board and Executive to inform decisions. • Ensure HR has up to date information so that support to staff is tailored and most effective. 	

Appendix 1: Summary of Equality Impact Assessments including nature of the negative impact of proposals and details of mitigating actions

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S123	Cross Cutting	Reduction in Staff advertising budgets	2010/11 budget is £91K. There are various options including vacancy control (defer placement to pay for advertising) and e-recruitment (such as using Guardian Online in first instance)	Low	Low	The proposal was assessed as having a low negative impact on age, gender, ethnicity, disability and socio-economic factors. Some potential recruits may be less inclined to job search using the internet however this is an existing issue also.	Use local job centre/ library/ notice boards and provide translation and other services on request.
S24	Property and Estates	Delete Facilities Compliance Assistant post (ES36126) post vacant	Reduces resilience in the team. Service disruption, e.g. building not opening or closing on time, response time for reactive repairs (blocked toilets, failed light fittings etc.). Equivalent impact on SHL. Vacant post covered by agency/contractor	Low	Low	The proposal was assessed as having a low negative impact on ethnicity and disability as visitors who have difficulties in reading signs and/or using the reception phone will be at a disadvantage in so far as making their presence known.	On occasions where resilience is low, management would arrange for other available staff to periodically check the reception area and respond as appropriate.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S82	Property and Estates	Increase garage rent by £0.50 per week to 1556 garage occupiers in 'premium' garages.	These are largely garages in small compounds in high demand areas, that face the road and have a hard standing that can be used exclusively by the garage occupier Initially a significant amount of additional work to implement this differential increase, and deal with complaints from affected tenants. Some increase in voids is possible, but not expected to be significant. Medium to long term service impact expected to be minimal. Saving is based on a more cautious assumption that we will be able to achieve an additional £0.50 per week from only 1000 occupiers i.e. £0.50 x 1000 x 50 weeks. (This is in addition to the 2.5% increase planned).	Low	Low	A low negative impact was identified for the socio-economic factor as garage tenants will face a rent increase.	Tenants who are unable to afford the rent increase will be offered an alternative cheaper garage.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S18	Leisure, Community and Children's Services	Restructure of both sections merging them to form a new section; Community and Neighbourhood Services and the creation of a new smaller management structure. (Redundancy Costs worse case scenario)	There would be a restructure of staff involving a smaller management structure and a new Community and Neighbourhoods section. A number of posts would become redundant however it is not anticipated that there would be a severe impact on services as the new structure will be based upon a more focussed work programme targeted at identified areas of service need.	Medium	Medium/High	A medium negative impact was identified for all equality groups as Community Development posts work with a range of voluntary and community sector organisations that support equality groups throughout the town.	Although the staffing establishment will be reduced, the same geographic areas will be covered and the work programmes will be reviewed to ensure they are outcome focussed to deliver community and Council priorities.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S75	Leisure, Community and Children's Services	Reduce Holiday Play Schemes	Only the Play Centres at St. Nicolas, Bandle Hill and Pin Green would operate during school holiday periods. (This option has been recommended in preference to options S74 & S76 see options considered but not recommended)	High	High	A high negative impact was identified for children, parents, carers and guardians and for socio-economic factors. The reduction of this element of the service will impact upon those who have relied on the service for childcare, entertainment and those who struggle financially with children in school holidays. This is a free service and is used by those who find payment a barrier.	The Council will continue to provide a holiday play scheme at its 3 permanent sites and users will be encouraged to use them.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S136	Leisure, Community and Children's Services	Reduction of operating hours from 6 days per week to 3 days per week.	This option would constitute a fundamental change to employees terms and conditions. It is not possible at present to advise on whether or not the Museum is viable from a HR/ability to staff point of view.	Medium	Medium	A medium impact was identified for children/young people and socio-economic factors. The Museum provides educational services for children and most services are free of charge and used by those sectors of society where cost is a barrier.	The Museum where possible will continue to provide the same services albeit not at the same levels of frequency. Potentially, opening hours will vary to remain as accessible as possible.
S139	Leisure, Community and Children's Services	Deletion of Play Development Post CS06118	Post responsible for Play Out service which has ended and for accessing external income. Removal would pass responsibility onto rest of the team and could reduce ability to attract external funding	Medium	Low	A medium negative impact was identified for age and socio-economic factors. The services are aimed at young people aged 5-14 and are free of charge so are used by those sectors of society where cost is a barrier.	The Play Out service ended and there are less opportunities for accessing external income so the need for the post is reduced. Some duties will be retained by the existing team.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S64	Leisure, Community and Children's Services	Restructure Community Transport and Dial a Ride vehicle provision.	The County Council provides one Dial a Ride vehicle per district. Stevenage decided some time ago to pay the County Council for a second vehicle. This savings option would be to cease paying the County for the Dial a Ride vehicle and reconfigure the two community buses run by SBC to provide a mixture of a 'dial-a-ride' type service and day trips. However this would mean a reduction in the number of day trips (eg to the seaside) undertaken by one of the Community Transport Vehicles. This would give capacity to allow the second vehicle to undertake some of the service provided by the second 'dial-a-ride' vehicle.	Medium	Medium	A medium negative impact was identified for age, disability and socio-economic factors. The users of this service are primarily older people or people with a disability who find un-assisted transport difficult. The service provides a cheaper form of assisted transport than say a taxi.	The Council's Community Transport service will restructure its schedules to include a "dial a ride" element.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S71	Leisure, Community and Children's Services	Phase reduction of subsidy for Luncheon clubs (over 3 years)	The Council pays a subsidy per meal for community lunch clubs held in Community Centres, Sheltered Housing schemes including (Douglas Drive, Springfield House, Bedwell Community Centre, Chells (Timebridge) CC, Pin Green CC and Shephall CC). Unlike Meals on Wheels which from April 2011 the Council pays no subsidy (and is a statutory service provided by the County Council) these meals are not needs tested and are open to anyone.	Medium	Medium	A medium negative impact was identified for the elderly and socio-economic factors as the service users are primarily older people and provides a value for money two course meal.	The Council will phase the reduction in subsidy over three years to minimise the impact.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S73	Leisure, Community and Children's Services	Dual Use Leisure	At present the Council subsidises operational costs at Shephall Leisure Centre by some £22,000pa. SLL are required to give 6 months notice to terminate the Dual Use agreement. Further savings could be realised by terminating the agreement at John Henry Newman Leisure Centre (JHNLC). At present JHNLC does not require subsidy due to the mix of facilities available, however, these facilities are coming to the end of their economic and usable lives and will require substantial amounts of capital expenditure over the next 7 years. There is a break clause in the 60 year agreement in 2012/13 which SLL could exercise.	Medium	Medium	A medium negative impact was identified for socio-economic factors as the facilities offer services that are actively priced below the private sector.	The Council with SLL will endeavour to accommodate any affected users in other leisure facilities.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S34	Environmental Services	Reduce teams from 8 members of staff by 2 to 6 members of staff	Reduced maintenance, parks would look untidy for longer. Lower priority works would not be completed. Litter picking reduced to every other day. Blowing of grass in parks footpaths less frequent. Possible increased in slips due to wet cut grass on paths.	Low	Low	Low negative impact for age and disability was identified. The elderly and the young may not feel safe using a park that is not so well maintained, and where there is possibly no staff on duty. Keeping access routes for disabled people clear of potential hazards (leaves, vegetation, etc) will take longer.	Age: Promotion of parks possibly including information on actual incidents of ASB to allay any fears. Disability: Consider frequencies of parks operations and review scheduling of works if necessary
S89	Environmental Services	Close staff canteen and replace with enlarged seating area kitchen facilities and vending machines.	Possible reduction in staff welfare but limited to particular user groups. The proposed replacement would benefit a wider range of staff. Reduced saving in year 1 due to redundancy costs. Cook post would need to be deleted and a redundancy cost incurred. There are about 30 staff who use the service on a regular basis.	Low	Low	Low negative impact for the socio-economic factor was identified. It is possible that this is the only provision of a main meal to some of the employees who use it, as the food is provided at cost.	Provide a self service vending machine for staff.

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S91	Housing, Partnerships and Communications	<p>25% Reduction in Community Grant Funding. Reduction would be phased in over 3 years. 15% in 2011/12, 5% in 2012/13 and 5% in 2013/14</p> <p>[Note that this approach was initially assessed but a different approach was assessed in a full separate Equality Impact Assessment in January 2011.]</p>	<p>Voluntary and community groups will have to find income from other sources to continue current levels of service if reliant on Council funding. It may mean that smaller organisations may have no other options but to fold depending on the size of the reduction. The Council has reduced the Community Grants Budget by £50k over the last 2 financial years. The Council will need to explore and develop a more targeted approach to allocating community grant funding in line with key strategic priorities. Grants could be only used to support one off projects rather than organisational core costs. A formal review of how the Council supports the 3rd Sector needs to be undertaken. We would need to explore different delivery models that can demonstrate VFM. Further potential savings could be achieved through the pooling of resources and the joint commissioning of services in partnership with other statutory bodies through So Stevenage.</p>	High	Medium	<p>The proposal was assessed as having a high negative impact on various equality groups (including children and young people, women, people with disabilities, mothers of young children and people experiencing financial difficulty) due to reduced services. It was noted that a reduction in funding for organisations such as the Stevenage World Forum, Stevenage CVS and the CAB is likely to have a knock-on effect impacting the wider community and voluntary sector. For this reason, all groups may be adversely affected in some way.</p>	<p>Investigate full impact (viability of organisation and alternative services that perform the function) and consider ways to support community and voluntary organisations in Stevenage when developing the Voluntary and Community Sector Strategy.</p> <p>[A full impact assessment was completed on 21 January 2010. It found a potential negative impact on children and young people, people of low socio-economic status and people with disabilities.]</p>

Ref No.	Service Delivery Unit	Description of Savings Proposal	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc	Magnitude of negative impact (Low, Medium, High)	Sensitivity of impact (Low, Medium, High).	Summary of impact	Mitigating Actions to reduce/avoid impact
S39	Environmental Health and Licensing	Animal Control - minimal contract to cover SBC's land but not offering services to the public	This option would reduce the service to our statutory duties only: stray dog control and controlling pests on our own land which we would carry out via a contractor. The public would be directed to contact a contractor and we would no longer subsidise this service.	Low	Low	Proposals S39 and S40 were assessed together as having a low negative impact relating to the socio-economic factor as subsidised rates would no longer be available for some user groups (people in receipt of benefits) who have problems with pest infestations.	Produce a list of 'approved contractors' for referral of enquires and ask potential contractors who wish to be included on such a list to offer discounts for benefit recipients.
S40	Environmental Health and Licensing	Reduce Admin support (21hr post temporary until Dec 2010) – Animal Control (not a stand alone savings option)	Dependant on further analysis and review of potential to transfer more functions to the CSC, so may not be accurate picture of the potential saving - could need more resource in CSC, also dependant on ability of CSC to deal with Pest Control bookings.	Low	Low		