

## Equality Impact Assessment: Workforce profile changes since December 2010 and staff- related savings for 2013/14

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<b>Start date</b>	17 October 2012	<b>End date</b>	30 January 2013	<b>Review date</b>	N/A
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Stevenage Borough Council as a service provider, employer and community leader is committed to achieving equal opportunity, being wholly inclusive and ensuring fair access for everyone, no matter what their race, ethnic or national origin, religious belief, disability, age, sex, sexuality, marital status or income. Equality Impact Assessments (EqIAs) are an important part of the process in ensuring that our intention is translated into action.

Carrying out EqIAs helps to ensure that decisions taken by Stevenage Borough Council are made in a fair, transparent and accountable way, considering the needs and the rights of different people in the community. An EqIA is essentially a tool for service improvement - to ensure we focus on the needs of our customers, the people of Stevenage.

EqIAs take the user through the process of considering available evidence of the impact of a policy, service or function on equality groups with the aim of informing decision making, identifying actions to eliminate any identified discrimination and taking opportunities to promote equality and diversity. EqIAs will be carried out on Stevenage Borough Council services, policies and functions that are relevant to equality and are new or under review.

Based on the 'protected characteristics' under the Equality Act 2010, the EqIA considers the impact on the following groups when reviewing, developing or making decisions about new or existing policies, services or functions:

- Disability
- Race
- Gender
- Sexual orientation
- Marital status
- Gender reassignment
- Age
- Religion and belief
- Pregnancy and maternity

In addition, socio-economic factors are also considered in EqIAs, as directed by the Executive of Stevenage Borough Council. As this factor is non-statutory, decision makers should use their discretion when considering the analysis of socio-economic impact.

EqIAs are a demonstration of our compliance with the requirements of the Public Sector Equality Duty as described overleaf.

**The Public Sector Equality Duty – Section 149 of the Equality Act 2010**

A public authority must, in the exercise of its functions, have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## Step 1: Collecting evidence

This step involves identifying the aims of the policy, service or function and collects evidence relating to the impact on service users and particular groups.

<b>What is being assessed?</b>	Workforce profile changes since December 2010 and staff-related savings for 2013/14.
<b>What are the aims?</b>	<p>Stevenage Borough Council was 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. The majority of these savings were sought from staff-related expenditure, comprising of redundancies and organisational restructures following the integration of Stevenage Homes Ltd back into the council.</p> <p>The savings proposals for 2013/14 identify a small number of staff that will be affected due to efficiency savings and team restructures.</p> <p>Equality Impact Assessments have been carried out at each annual savings review. Heads of Service have completed Brief EqIAs on their General Fund and HRA savings proposals for 2013/14 in terms of impact on protected groups in the community. These have been summarised separately for presentation to Executive on 20 November and Special Councils in January and February 2013.</p> <p>The Policy Officer (Equality &amp; Diversity) and Senior HR&amp;OD Manager have produced this EqIA to identify the joint impact on the workforce profile of:</p> <ul style="list-style-type: none"><li>• Staff affected by the 2013/14 savings</li><li>• Changes in the workforce profile since the savings process began in December 2010.</li></ul> <p>The purpose of this assessment is to advise of the historical changes in the workforce as a result of organisational restructures and efficiency savings, trends in staff retention and recruitment and, where possible, comparison of the workforce profile with the local community.</p> <p>This is intended to guide future decision-making in considering savings over the next 2-3 years. 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.</p>

	<p>By having an EqIA process in place, the council ensures that savings are made by taking fair, transparent and well considered decisions to minimise negative impacts on staff and services. This assessment is a tool to consider and monitor the impact of savings on the workforce profile. It will be used to ensure that appropriate support is provided to staff who are affected by the savings.</p> <p>This assessment will consider the distribution of age, gender, full/part time working, ethnicity, disability, pay grade and length of service of the workforce and of staff affected. This will help to identify if there has been a trend in the way staff are affected currently and over time or if decisions have been made in a fair, non-discriminatory way. It will also help to evidence any potential need to support staff with protected characteristics to reach their full potential and promote a diverse workforce, with a proactive view to succession-planning.</p> <p>All data used in this assessment retains anonymity.</p>
<p><b>Who may be impacted?</b></p>	<p>There are five employees who are affected by the current savings proposals, of which:</p> <ul style="list-style-type: none"> <li>• Four people have been redeployed into existing or vacant posts</li> <li>• One person has been consulted and made redundant, due to the deletion of a post.</li> </ul> <p>Data contained in this assessment should be used to inform future organisational restructures and staff-related savings to encourage decision-making that has a positive impact on staff who are particularly vulnerable.</p>
<p><b>What measures are already in place?</b></p>	<p style="text-align: center;"><b>Communications with staff</b></p> <p>All staff affected by the savings proposals have been seen by their Head of Service and a Human Resources (HR) Manager to inform them of the impact on their post on an individual basis. They will have been given information on:</p> <ul style="list-style-type: none"> <li>• the proposal that affected them and reasoning behind it</li> <li>• how the decision was reached</li> <li>• who they could contact for more information or to answer questions or concerns</li> <li>• details of the consultation process, timescale and how to respond.</li> </ul> <p>Affected staff were provided with a letter outlining their personal position, a copy of the consultation document, an estimate of redundancy benefits that would be payable (if applicable) and the Managing Organisational Change Policy. Further meetings may be held with employees affected during the consultation process to answer queries and concerns.</p> <p style="text-align: center;"><b>Consultation with unions</b></p> <p>Stevenage Borough Council is committed to working in good faith with our trade union representatives and staff with a view to reaching agreement on staff-related budget proposals. The council works with unions throughout consultation periods to look at ways of avoiding and reducing dismissals.</p> <p style="text-align: center;"><b>Support for staff</b></p> <p>The council is committed to supporting all staff who are affected by change, in the first instance through their line managers and HR&amp;OD. Staff can take advice from their trade union representative who may accompany them to meetings.</p> <p>Additional support for affected staff is provided as overleaf:</p>

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|  | <ul style="list-style-type: none"><li>• The council's Managing Organisational Change Policy outlines our principles and approach in this area, including staff selection and redeployment processes</li><li>• Individual meetings between staff, line managers and an HR&amp;OD officer to discuss potential redeployment and career development opportunities</li><li>• Assisting staff made redundant with finding alternative employment, including skills boosting</li><li>• All staff have access to a confidential Employee Support Programme through PPC Worldwide.</li></ul> |
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<p><b>What is the evidence of impact?</b></p> <p><b>What do we know about the people who may be impacted?</b></p>	<p><b>Scope and status of data</b></p> <p>This assessment will consider the change in distribution of age, gender, full/part time working, ethnicity, disability, pay grade and length of service of the workforce since December 2010, and of staff currently affected by the savings proposals. The significance of the dates for which data is provided is as follows:</p> <ul style="list-style-type: none"> <li>• December 2010 &amp; May 2011 – informed the first round of savings, prior to Stevenage Homes Ltd (SHL) integration</li> <li>• November 2011 – informed the transfer of SHL staff into the council</li> <li>• October 2012 – to inform 2013/14 and future years’ savings decisions.</li> </ul> <p>The tabled data are reflective of the dates shown and represent the combined workforce for Stevenage Borough Council and the former SHL. Data for staff affected was provided (and therefore correct) on 7 November 2012 and may have changed slightly since. Tables are accompanied by graphical illustrations to demonstrate the change in representation over time.</p> <p>Where possible and appropriate, comparisons of the workforce profile are made with the make-up of the local community.</p> <p>Note that there was insufficient information about religion/belief and sexuality for analysis. There are no known staff pregnancies and no anticipated parental leave identified amongst the staff affected.</p>
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## Service Delivery Unit

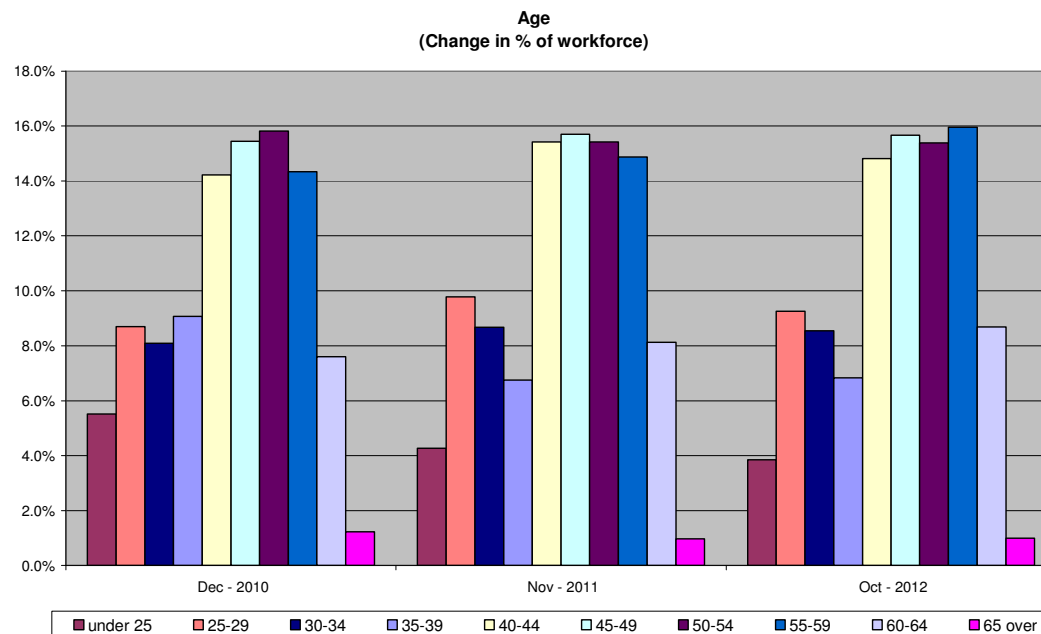
Identifying the profile for staff currently affected by the 2013/14 savings proposals offers significant potential to remove anonymity. Therefore, information in this regard is not provided.

Service Delivery Unit	Total staff as at:			Change since Dec 2010		Comments
	Dec 2010	May 2011	Oct 2012	Change in numbers	Change as %	
Customer Services & Business Improvement	80	57	62	- 18	- 22.5%	The December 2010 figure includes 16 staff working for SHL.
Environmental Health & Licensing	24	24	24	0	0%	
Environmental Services	171	166	159	- 12	- 7%	
Financial Services	42	33	32	- 10	- 23.8%	The December 2010 figure includes 10 staff working for SHL.
Housing, Community & Communications	29	28	26	- 3	- 10.3%	The December 2010 figure includes 2 staff working for SHL.
Human Resources	18	11	15	- 3	- 16.7%	The December 2010 figure includes 4 staff working for SHL.
Legal Services	24	22	19	- 5	- 20.8%	
Leisure, Environmental Health & Children's Services	67	62	50	- 17	- 25.4%	This reduction includes the Neighbourhood Development Team that transferred to the Housing, Community & Communications Unit.
Planning, Regeneration & Transport	37	36	31	- 6	- 16.2%	
Property & Estates	46	45	48	+ 2	+ 4.3%	
Revenues & Benefits	46	43	0	- 46	- 100%	Staff transferred to East Herts Council.
Strategic Management Board	12	8	8	- 4	- 33.3%	The December 2010 figure includes 4 staff working for SHL.
(Housing) Property Services	108	90	117	+ 9	+ 8.3%	
Tenancy Services	112	120	111	- 1	- 0.9%	
<b>Total</b>	<b>816</b>	<b>745</b>	<b>702</b>	<b>- 114</b>	<b>- 14%</b>	

## Age

Age	Staff numbers as at:			Change since Dec 2010		Staff affected as % of category	Notes
	Dec 2010	Nov 2011	Oct 2012	Change in numbers	Change in % representation of total workforce		
under 25	45	31	27	- 18	- 1.7%		
25-29	71	71	65	- 6	+ 0.6%		
30-34	66	63	60	- 6	+ 0.5%		
35-39	74	49	48	- 26	- 2.2%		
40-44	116	112	104	- 12	+ 0.6%	2.9%	3 out of 5. All have been re-deployed.
45-49	126	114	110	- 16	+ 0.2%		
50-54	129	112	108	- 21	- 0.4%	0.9%	1 person redeployed.
55-59	117	108	112	- 5	+ 1.6%		
60-64	62	59	61	- 1	+ 1.1%	1.6%	1 redundancy.
65 over	10	7	7	- 3	- 0.2%		
Total	816	726	702	- 114	-	-	

The graph below demonstrates the change in representation as a percentage of the total applicable workforce.



The graph on the left shows that the council continues to have higher representation of people aged between 40 and 59 – a trend which is also seen when compared with the Stevenage community overleaf. A reduction in representation of under 25s and people aged 35-39 is shown and as staff reach the age of retirement, thought needs to be given to succession-planning and the retention of key skills and knowledge.

**Comparison with the make-up of the Stevenage community**

Please note that comparisons for 65 and over can be misleading as health factors attributed to age may impact on a person's ability to work. Many people may also not want to work as they get older. To provide a point of comparison, nationally, between August and October 2012, 9.2% of people over 65 were in employment (Office for National Statistics).

Comparisons for 16-25's are also affected as many residents in this age range seek education and training as well as employment.

The table below shows that when compared with the applicable make-up of the Stevenage community, the council has a higher representation of people between 40 and 59.

Age	Staff as at Oct 2012	% of workforce	% of Stevenage community (16 and over)* <small>*Census 2011</small>	How does SBC % representation compare with the community?
Under 25 (16-25)	27	<b>3.8%</b>	11.8%	- 8%
25-29	65	<b>9.3%</b>	7.3%	+ 2%
30-34	60	8.5%	21.2%	+ 8.9%
35-39	48	6.8%		
40-44	104	14.8%	20.3%	+ 26.8%
45-49	110	15.7%		
50-54	108	15.4%		
55-59	112	16.0%		
60-64	61	<b>8.7%</b>	4.9%	+ 3.8%
65 +	7	<b>1.0%</b>	14.1%	- 13.1%
Total	702	<b>100.0%</b>	-	-

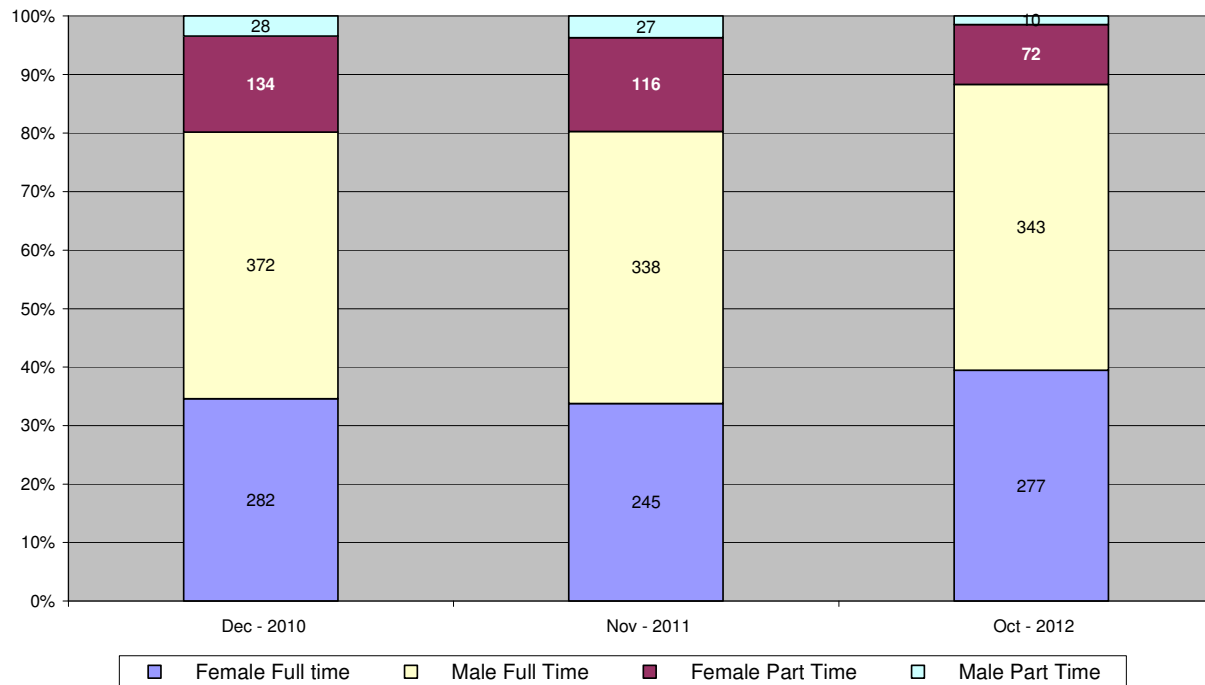


## Gender and working hours

Gender and working hours	Staff numbers as at:			Change since Dec 2010		Staff affected as % of category	Staff affected as % of total affected
	Dec 2010	Nov 2011	Oct 2012	Change in numbers	Change in % representation of total workforce		
Total Female	416	361	349	<b>- 67</b>	- 1.3%	0.9%	60%
Female Full Time	282	245	277	<b>- 5</b>	+ 4.9%	0.4%	20%
Female Part Time	134	116	72	<b>- 62</b>	- 6.2%	2.8%	40%
Total Male	400	365	353	<b>- 47</b>	+ 1.3%	0.6%	40%
Male Full Time	372	338	343	<b>- 29</b>	+ 3.3%	0.6%	40%
Male Part Time	28	27	10	<b>- 18</b>	- 2.0%	0%	0%
Total	816	726	702	<b>- 114</b>	-	-	-
Total Full Time	654	583	620	<b>- 34</b>	+ 8.2%	0.48%	60%
Total Part Time	162	143	82	<b>- 80</b>	- 8.2%	2.4%	40%

The graph overleaf demonstrates the change in representation as a percentage of the total applicable workforce. It shows that over the last two years, part-time officers have been more affected by redundancy than those who work full-time, and in line with national trend these are most notably women. We have also seen a significant increase in the number of people working full-time (just over 8%), with women making up the majority of this figure.

### Gender & Working Hours



### Comparison with make-up of community

Our workforce representation in terms of gender largely correlates to the representation of the town. However, our representation in terms of working hours shows 15% more officers working full-time in comparison to local trend, largely comprising of female staff.

Gender	Staff as at Oct 2012	% of workforce	% of community * * Census 2011
Male	353	50.3%	49.4%
Female	349	49.7%	50.6%
Total	702	100%	-

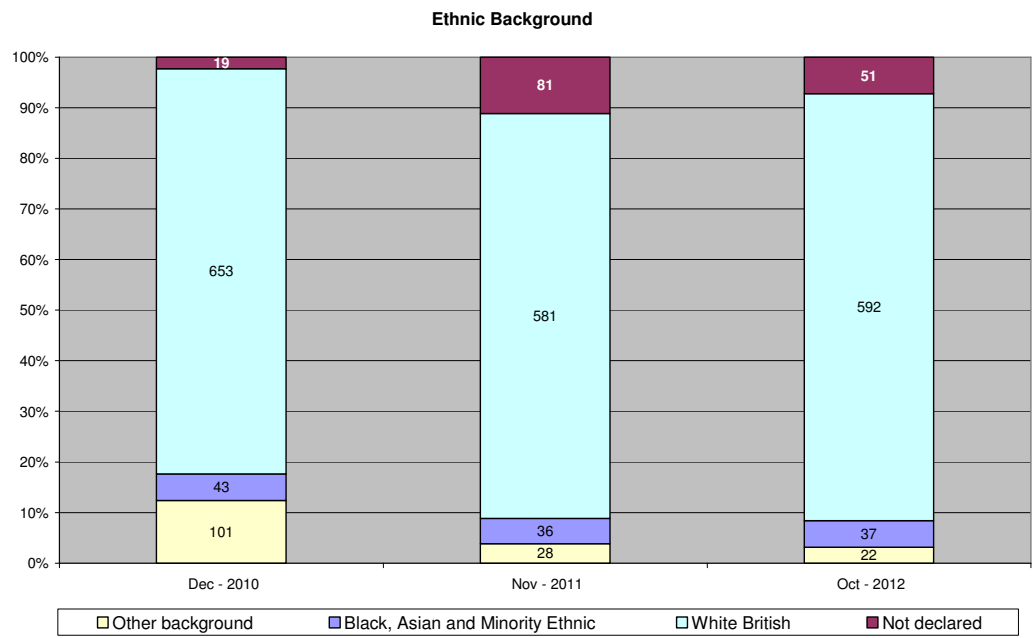
Working hours	% of workforce as at Oct 2012 (rounded)	% of community aged 16-74* * Census 2011	How does SBC % representation compare with the community?
Female Full Time	39.5%	27.2%	+ 12.3%
Male Full Time	48.9%	46%	+ 2.9%
Total Full Time	88.3%	73.2%	+ 15.1%
Female Part Time	10.3%	19.9%	- 9.6%
Male Part Time	1.4%	6.9%	- 5.5%
Total Part Time	11.7%	26.8%	- 15.1%

### Race, ethnicity & national origin

Ethnic background	Staff numbers as at:			Change since Dec 2010		Staff affected as % of category	Staff affected as % of total affected
	Dec 2010	Nov 2011	Oct 2012	Change in numbers	Change in % representation of total workforce		
Black, Asian and Minority Ethnic	43	36	37	<b>- 6</b>	0%		
Not declared	19	81	51	<b>+ 32</b>	+ 4.9%		
Other background	101	28	22	<b>- 79</b>	- 9.2%	4.5%	20%
White British	653	581	592	<b>- 61</b>	+ 4.3%	0.7%	80%
Total	816	726	702	<b>- 114</b>	-		

The data for those who chose not to declare their ethnic origin in December 2010 relates only to former SHL staff. The significant difference seen in representation of people from 'Other background' since December 2010 may be due to SBC figures for 'Not declared' being included here, however this would be an assumption.

The graph overleaf demonstrates the change in representation as a percentage of the total applicable workforce.



The council has a combined representation of people from a BME and other background of 8.4% which is significantly lower than the representation among the population of Stevenage at 16.9% (source: Census 2011 data released on 11 December 2012). However we have a further 7.3% of staff who chose not to declare their ethnic background.

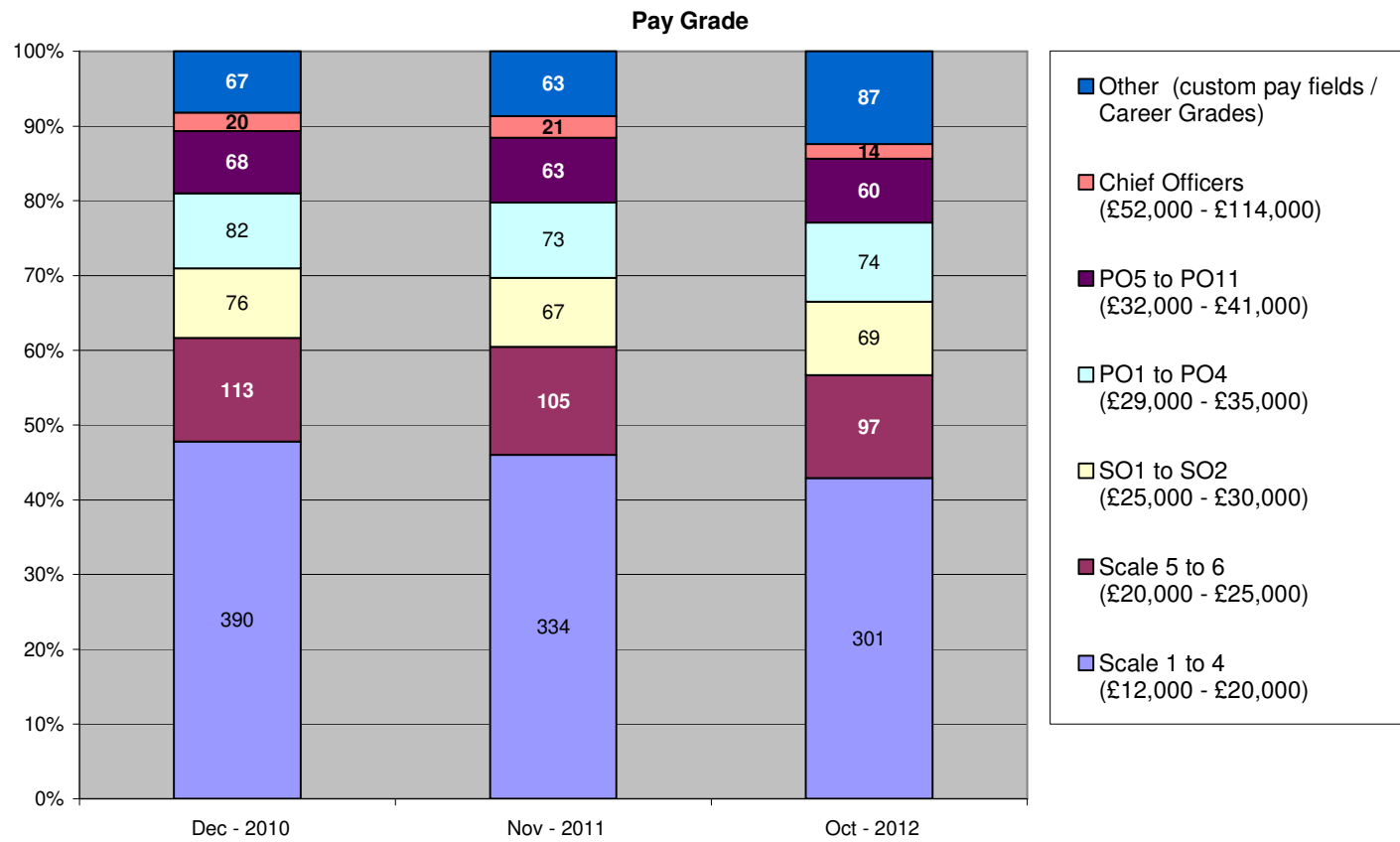
**Comparison with make-up of community**

<b>Ethnic background</b>	Staff as at Oct 2012	% of workforce	% of community* * Census 2011
Black, Asian and Minority Ethnic	37	<b>5.3%</b>	11.8%
Not declared	51	<b>7.3%</b>	-
Other background	22	<b>3.1%</b>	5.1%
White British	592	<b>84.3%</b>	83.1%
<b>Grand Total</b>	702	<b>100.0%</b>	-

## Pay grade

Pay grade (approx. salary)	Staff numbers as at:			Change since Dec 2010		Staff affected as % of category	Staff affected as % of total affected
	Dec 2010	Nov 2011	Oct 2012	Change in numbers	Change in % representation of total workforce		
Scale 1 to 4 (£12,000 - £20,000)	390	334	301	<b>- 89</b>	- 4.9%		
Scale 5 to 6 (£20,000 - £25,000)	113	105	97	<b>- 16</b>	0%		
SO1 to SO2 (£25,000 - £30,000)	76	67	69	<b>- 7</b>	+ 0.5%	1.4%	20%
PO1 to PO4 (£29,000 - £35,000)	82	73	74	<b>- 8</b>	+ 0.5%	1.4%	20%
PO5 to PO11 (£32,000 - £41,000)	68	63	60	<b>- 8</b>	+ 0.2%	3.3%	40%
Chief Officers (£52,000 - £114,000)	20	21	14	<b>- 6</b>	- 0.5%		
Other (custom pay fields/Career Grades)	67	63	87	<b>+ 20</b>	+ 4.2%	1.1%	20%
Total	816	726	702	<b>- 114</b>	-	-	-

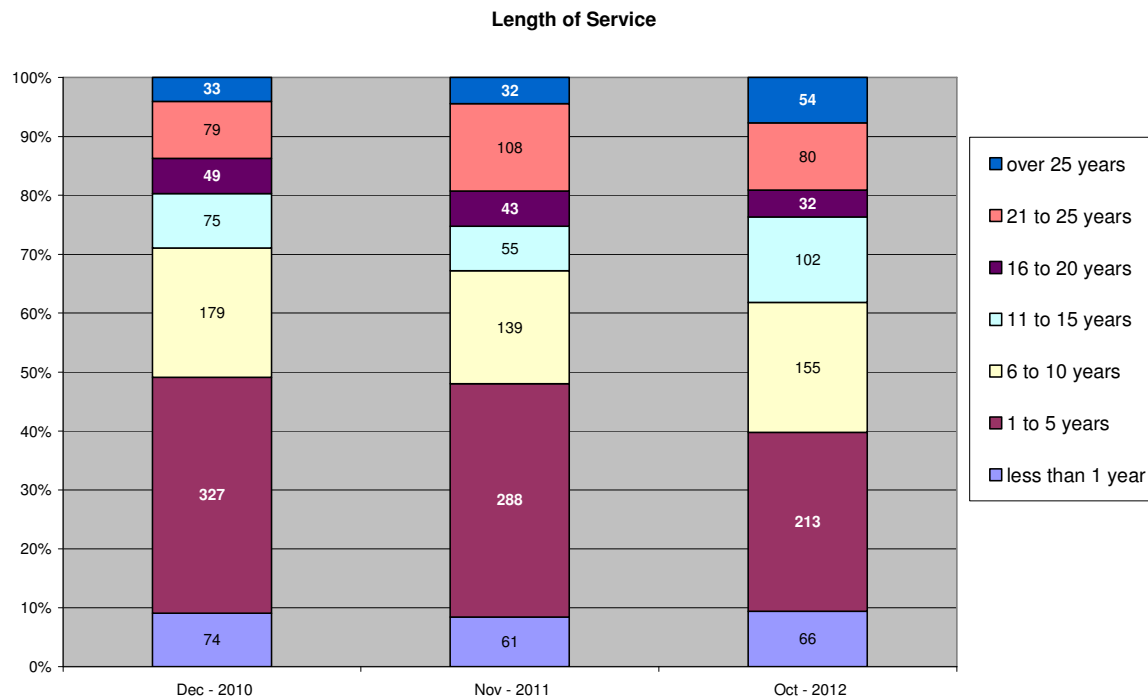
The graph overleaf demonstrates the change in representation as a percentage of the total applicable workforce. While the % representation of staff in Scale 1-4 has reduced, an increase of almost similar value is seen in the representation of staff in 'Other grades'. The biggest increase in numbers is seen here, and could be attributed to spot salaries of BMO staff and greater clarity around career grade definition. Representation of other grades has stayed broadly the same.



## Length of Service

Length of service	Staff numbers as at:			Change since Dec 2010		Staff affected as % of category	Staff affected as % of total affected
	Dec 2010	Nov 2011	Oct 2012	Change in numbers	Change in % representation of total workforce		
Less than 1 year	74	61	66	- 8	+ 0.3%		
1 to 5 years	327	288	213	- 114	- 9.7%		
6 to 10 years	179	139	155	- 24	+ 0.1%	2.6%	80%
11 to 15 years	75	55	102	+ 27	+ 5.3%	1%	20%
16 to 20 years	49	43	32	- 17	- 1.4%		
21 to 25 years	79	108	80	+ 1	+ 1.7%		
Over 25 years	33	32	54	+ 21	+ 3.6%		
<b>Total</b>	<b>816</b>	<b>726</b>	<b>702</b>	<b>- 114</b>	<b>-</b>		

The graph below demonstrates the change in representation as a percentage of the total applicable workforce.



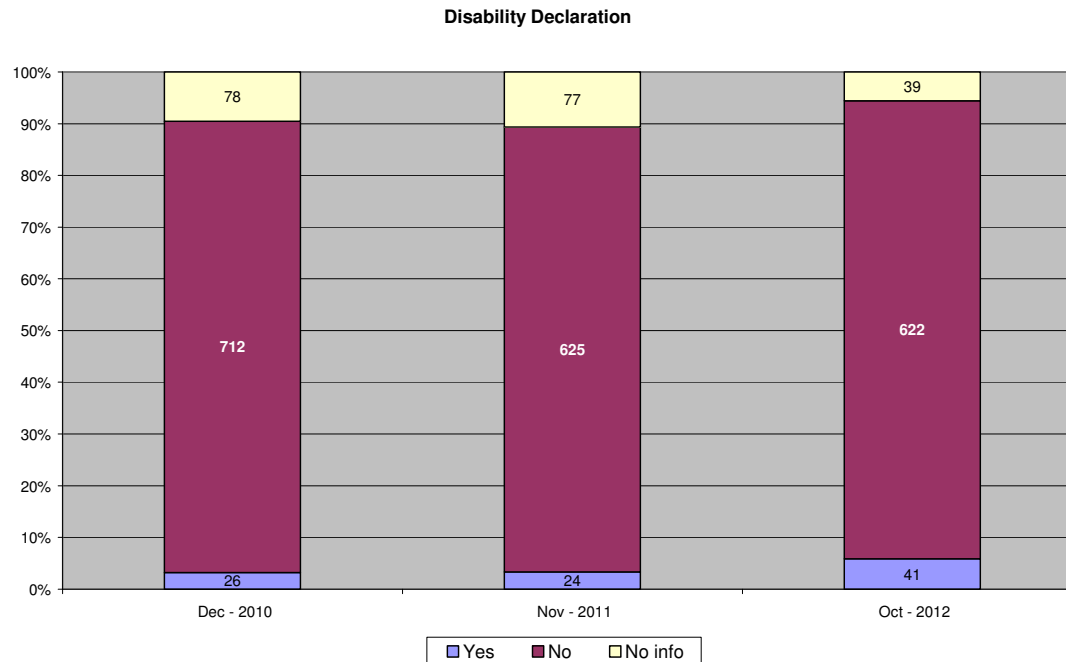
The biggest reduction is seen in our retention of officers working with us for between 1 and 5 years. This highlights the need for the council to support career-planning and development (talent-spotting) among staff, and look at ways to encourage and retain the best in our workforce.

Succession-planning is another area to be addressed, as the graph on the left demonstrates a higher representation of staff who have worked with us for 6 years and more.

## Disability

Disability	Staff numbers as at:			Change since Dec 2010		% category now affected
	Dec 2010	Nov 2011	Oct 2012	Change in numbers	Change in % representation of total workforce	
Yes	26	24	41	+ 15	+ 2.7%	
No	712	625	622	- 90	+ 1.3%	0.8%
No info	78	77	39	- 39	- 4.0%	
Total	816	726	702	- 114	-	

The graph below demonstrates the change in representation as a percentage of the total applicable workforce.



Since December 2010, a higher representation of staff have declared that they have a disability, with more people now agreeing to disclose this information.

### Comparison with make-up of the community

5.8% of staff have declared that they have a disability. This is lower than the latest data released from the 2011 Census, which shows that the day-to-day activities of 7.5% of people in Stevenage aged between 16 and 64 are limited. This is significantly higher than the representation of 3,760 Disability Living Allowance claimants in Stevenage in 2011, which equates to 4.6% of the population (Department of Work and Pensions 2011).



### Summary of change in impact from December 2010 to October 2012

This table compares the representation of staff equality groups in December 2010 with the current profile October 2012.

Factor	December 2010	October 2012	Change?	Trend of staff currently affected? <small>Five officers in total</small>
Total number of staff	816	702	Workforce has reduced by 14% (114 staff).	
Age	Higher representation of staff aged 40 – 59.	Trend increased. Reduction in staff aged under 25 and 35-39.		All staff affected are over 40.
Gender	416 females 400 males	349 females 353 males	Slight reduction in the percentage of females in the workforce.	Three out of the five officers are female.
Part time / Full time	654 full time 162 part time	620 full time 82 part time	Generally, the number of part-time workers has almost halved. Biggest reduction as a percentage of the workforce seen in part-time women workers.	Three out of the five officers are full-time. The two part-time officers affected are female.
Race, ethnicity & national origin	653 White British out of total of 816 staff (80%).	592 White British out of total of 702 staff (84.3%).	Increase in White British staff. As information for 'Not declared' in Dec 2010 only relates to former SHL staff, it is difficult to make direct comparison.	80% of staff affected are White British. 20% are other background.
Pay grade			The biggest reduction in representation of the workforce is seen in the lowest pay scale (Scale 1-4).	The majority of staff now affected are at grades SO1 to PO5.
Length of service			The biggest increases in workforce representation are for employees serving 11-15 years and over 25 years. There has been a reduction of almost 10% of staff serving one to five years.	The majority of staff affected have served for six to ten years.

<p><b>What do we still need to find out?</b></p>	<p><b>Consideration in future restructures</b></p> <p><b>Monitoring</b>  Stevenage Borough Council places great importance on trying to establish a workforce that better reflects the diversity of the local community. We aim to be an employer that encourages and supports its staff to reach their full potential, treats its employees fairly and provides equal opportunities to everyone regardless of their protected characteristic or any other factor not relating to their job.</p> <p>It is likely that some of the savings to be made in the coming years are sought from organisational restructures and the council will do its best to minimise the number of staff affected by potential redundancy. Opportunities for career development and succession-planning may be explored as a means to mitigate any potential negative effect on the equality profile of the workforce, which would be informed by the change data and analysis provided in this EqIA and updated data in future.</p> <p><b>Justifying trend and supporting staff</b>  Where, in the course of future savings, potentially adverse trends in the workforce profile are identified, the council should ensure that the reasons for change are justified. It will be crucial to maintain clear and regular communications with all staff, particularly those who are directly affected, that includes providing information on the support resources that are available. In doing so, the council will be better placed to mitigate any potential discrimination claim and be better informed for future decision-making.</p>
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## Step 2: Assessing the impact

This step involves using the evidence we have gathered to analyse the impact of a policy, service or function on people with protected characteristics. The table below provides details of the potential negative and positive impacts as well as information about what can be done to mitigate negative impact or further the aims of the equality duty.

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.

### Assessing the Impact Table

Does the policy/service/function have a potential positive or negative impact in relation to...		1. Negative or disproportionate impact	2. Positive impact	3. Actions to mitigate negative impact (or comment on impact)	4. Actions to further promote equality (or comment on impact)
<b>Race, ethnicity and national origin</b>	Black, Asian or Minority Ethnic background.			No disproportionate impact in current savings or seen over time.	
	White (including British/Irish/Scottish/Eastern European)				
<b>Gender</b>	Women	Female staff are more impacted by current savings.			
	Men				
	Transgender and Transsexual	Insufficient information is available to assess impact.			
<b>Disability</b> People with...	Physical or mobility impairments			No disproportionate impact in current savings or seen over time.	
	Hearing impaired/deaf				
	Visually impaired/blind				
	Mental health problems				
	Learning disabilities				
	Long standing illness or non-visible conditions				
<b>Age</b>	Under 25	Falling representation over time.			
	25-29				
	30-34				
	35-39	Falling representation over time.			
	40-44				

	45-49	With more than half of the workforce over 45 years of age, we need to consider succession-planning and how we manage retirement planning.			
	50-54				
	55-59				
	60-64				
	65 or over				
<b>Sexuality</b>	Bisexual	Insufficient information is available to assess impact.			
	Gay				
	Heterosexual				
	Lesbian				
<b>Religion / belief</b>	Christian	Insufficient information is available to assess impact.			
	Buddhist				
	Hindu				
	Jewish				
	Muslim				
	Sikh				
	Other				
	No religion or belief				
<b>Pregnancy &amp; maternity</b>	Pregnancy	No staff impacted by current savings are on maternity leave.			
	Maternity (including breastfeeding mothers)				
<b>*Socio-economic</b>	Part-time workers	Part-time staff have been disproportionately impacted by savings over time (most notably women).			
	Homeless				
	Unemployed				
	Low income	Representation of staff on lowest incomes has fallen over time.			
	People who don't have the internet				
	People who need to use public transport				
	Other				
<b>*Other</b>	Pay grade	See 'low income'.			
	Length of service	Biggest reduction over time in staff serving 1-5 years.			

\* Consideration of these factors is non-statutory so decision makers should use their discretion when considering the analysis of impact. Note that socio-economic factors must be considered at the direction of the Executive of Stevenage Borough Council.

### Step 3: Planning for improvement

With potential impact identified, this step involves setting out what we will do to mitigate negative impact or further promote equality.

Goal	Actions	Person responsible	Resources needed and source	Timeframe to implement	How actions are integrated into planning
Ensure all staff affected are supported through the consultation and redundancy process.	<ul style="list-style-type: none"> <li>• Ensure as part of consultation staff are given access to employee assistance.</li> <li>• Provide outplacement support to staff selected for redundancy.</li> <li>• Staff affected are advised to seek support from their trade union rep where appropriate.</li> </ul>	Head of Human Resources & Organisational Development (HR&OD)	External provision for out placement	Oct 12 – March 13	Consultation and redundancy process now complete.
Reduce possibility of further negative impact on workforce representation in future savings plans.	<ul style="list-style-type: none"> <li>• Equality data is examined as part of the planning process for future saving plans.</li> </ul>	Emma Barron & Head of HR&OD	Management information	2013-14	TBD
Recruitment and retention of younger employees is increased	<ul style="list-style-type: none"> <li>• Succession-planning processes developed and implemented.</li> <li>• Exit interview data collected and analysed to identify reasons for leaving. Action taken to make improvements where possible.</li> </ul>	Head of HR&OD	HR resource	2013-14	TBD
Manage retirement planning more effectively to reduce impact on the council regarding loss of key skills and knowledge.	<ul style="list-style-type: none"> <li>• Performance management processes reviewed to include dialogue about career-planning &amp; retirement plans.</li> </ul>	Head of HR&OD	HR resource	2013-14	TBD

## Step 4: Outcome of assessment

In this step the outcome of the EqIA is identified. An EqIA has four possible outcomes; more than one may apply to a single policy, service or function.

Outcome		Tick
1. No major change needed (unlikely outcome).	The EIA demonstrates the policy, service or function is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.	<input type="checkbox"/>
2. The Policy has been adjusted.	The EIA identified potential problems or missed opportunities and adjustments were made to remove barriers or better promote equality. Details of the actions taken and planned are in the Action Plan table above.	<input checked="" type="checkbox"/>
3. Continue the policy without adjustment.	The EIA has identified the potential for adverse impact or missed opportunities to promote equality but the policy, service or function will be continued without change. See the box below for the reason for this outcome.	<input type="checkbox"/>
4. Discrimination identified – stop and rethink.	The EqIA has shown actual or potential unlawful discrimination under the Equality Act 2010 and will be removed.	<input type="checkbox"/>

### SIGN OFF BY LEAD ASSESSOR

Name: Emma Barron  
 Position: Policy Officer (Equality and Diversity)  
 Date approved: 30/1/2013

### SIGN OFF BY HEAD OF SERVICE

Name: Marcel Coiffait  
 Position: Strategic Director – Communities  
 Date approved: 30/1/2013