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**Equality Impact Assessment Better Places for Work – County Wide**

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| Directorate | **Resources** |
| Unit/Team | Property Unit |
| Assistant Director Responsible for EIA | Dominic Donnini |
| Service EIA or Proposal | Better Places for Work – County Wide property rationalisation |

**Aims of the EIA**

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| Purpose of the EIA | This EIA considers the potential impact that the preferred property solutions/property rationalisation present for Better Places for Work in the key service localities of Carlisle, South Lakes (Kendal) Barrow, Eden (Penrith) and Copeland (Whitehaven) and Allerdale (Workington) in terms of Equality and Diversity.  This EIA will:   * Identify any equality issues that may impact on staff and customers affected by the Programme at a locality level within the key service centres previously identified and where appropriate identify mitigating actions or changes required to the project. * Identify and map the range of overarching equality issues that built into current and any future Better Places for Work projects. |
| Summary of findings | The Better Places for Work Programme for Cumbria will support cultural change and establish principles and physical accommodation which supports equality for staff and public through establishing physical environments in key service centre localities which does not negatively impact on equality. |
| Scope of the EIA:   * One directorate * Cross directorate * Outsourced organisation | The Better Places for Work project aims to transform service delivery across all Directorates in the Council and key service centres by changing the way the Council works by becoming more dynamic, flexible and customer focused through modern working practices. The Council wide programme will support modernization which will direct culture change and provide appropriate ICT and accommodation to support this change, releasing resources locked up in traditional ways of working and an unsustainable property portfolio.    The strategic objectives for Better Places for work are:   * Introducing of new styles of working and associated ICT improvements to support service flexibility and quality. * Providing fit for purpose office accommodation and ICT equipment that supports service delivery * Introducing corporate management of buildings to enable services to focus on their core business * Improve efficiency and effectiveness of our services to ensure value for money   Better Places for work will rationalise, modernise and improve the Council’s office accommodation while introducing modern and flexible working practices. This will improve service delivery and efficiency while simultaneously improving the working conditions for Cumbria County Council staff.  Currently the County Council faces a number of historical barriers that the Better Places for Work programme aims to address:   * A large workforce delivering services in an inefficient manner over a wide geographical pattern * Inappropriate and uneven ICT access across the County * A cultural resistance to workplace based change within the County Council. * Extensive office property portfolio consisting of out of date buildings many of which are not fit for purpose as office accommodation. These buildings are expensive to maintain, run and upgrade. * Historic buildings that have a legacy of potential asbestos issues and poor disability access due to the age and status of the buildings.   The Programme for Better Places for Work focuses upon key service centres which provide core Council services and involves service modernisation through centralising core services within key centres aligned to strategic offices reducing the number of offices that the Council occupies and enhancing service provision under multiuser office buildings. Each key locality will have a preferred property solution, initial evaluation of solutions is outlined within the main cabinet report dated 10th May 2012 (Including a new build solution for Carlisle) any variance from this will be substantiated by a revised EIA at a locality level. The proposed modernisation and property rationalisation will also involve a transition from the traditional office model of one workstation per staff member to a more flexible modern way of working supported by ICT, a minimum target ratio of 0.7 workstation per staff member (10 staff to 7 workstations - 30% minimum efficiency in terms of space allocation). |

**Phase 1: Gathering information**

List examples of background information that you think are **relevant**. If carrying out an assessment of a proposal this section should include the data used to establish whether the proposal has an impact.

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| **Type of information** | **Findings** |
| **Diversity profile of staff involved in the changes** | Total number of staff currently working in the key service centres within office environments are as follows:   |  |  | | --- | --- | | **Location** | **Staff** | | Carlisle | 1,247 | | Penrith | 103 | | Kendal | 319 | | Barrow | 245 | | Copeland Borough | 195 | | Allerdale Borough | 330 |   May 2012 data (Utilising Trent contract base - FTE)  A high level analysis of these employees in terms of age profile, gender, ethnicity, and salary band is shown below as well as geographical location of home locations aligned to key service centres (Based on Trent data):      CARLISLE  This data illustrates that the majority of staff working in Carlisle are female, and over 30% of all staff are aged 50 or above.   |  |  |  |  | | --- | --- | --- | --- | | Gender |  |  |  | |  | Male | Female | Total | | Number | 402 | 845 | 1247 | | Percentage | 32.2 | 67.8 | 100.0 |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Age |  |  |  |  |  |  |  | |  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | Total | | Number | 14 | 119 | 255 | 425 | 374 | 60 | 1247 | | Percentage | 1.1 | 9.5 | 20.4 | 34.1 | 30.0 | 4.8 | 100.0 |   Over 64% of all Carlisle based staff earn less than £31k per annum (Grade 12) with a high proportion of staff earning under £23k per annum (Grade 8 - 36%) , and any changes in terms of location of office accommodation and the cost of travelling to work will potentially financially impact this staff group the most.     |  |  |  |  |  | | --- | --- | --- | --- | --- | | Ethnic Origin |  |  |  |  | |  |  |  |  |  | |  | White British | BME | No Data | Total | | Number | 1021 | 30 | 196 | 1247 | | Percentage | 81.9 | 2.4 | 15.7 | 100.0 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Disability |  |  |  |  | |  |  |  |  |  | |  | Yes | No | No Data | Total | | Number | 35 | 900 | 312 | 1247 | | Percentage | 2.8 | 72.2 | 25.0 | 100.0 |   6 CCC Carlisle Based Staff by home postcode point DISABILED ONLY  In addition to the above high level statistics a more detailed analysis has been conducted by the Cumbria Intelligence Observatory focussing on identifying where staff working in the key service centres live and therefore where they travel into work from. This will help identify any potential impacts on staff if current office locations were to change.  1 CCC Carlisle Based Staff by home postcode point  This analysis highlighted that the majority of Carlisle based staff (64%) live in the Carlisle District. The remainder of employees are split across surrounding localities in all directions (North, South, East and West). This varied profile of people travelling into offices across Carlisle and how they access them will need to be considered as part of Better Places for Work. The Carlisle solution identifies a Carlisle central locality proposal using 2 existing main locations and a new central office locations aligning to existing sustainable transport strategies and infrastructure within the City.   |  |  |  |  | | --- | --- | --- | --- | | Directorate | % of staff living in Carlisle District | % of staff who live outside of Carlisle District | % of staff who live in Carlisle Key Service Centre | | ADULT AND LOCAL SERVICES | 67.9 | 32.1 | 47.7 | | CHIEF EXECUTIVE'S OFFICE | 74.4 | 25.6 | 51.2 | | CHILDREN'S SERVICES | 59.0 | 41.0 | 41.0 | | ENVIRONMENT | 63.5 | 36.5 | 39.4 | | MEMBERS | 50.0 | 50.0 | 0.0 | | ORGANISATIONAL DEVELOPMENT | 66.9 | 33.1 | 49.6 | | RESOURCES | 68.1 | 31.9 | 47.4 | | SAFER COMMUNITIES | 51.5 | 48.5 | 37.4 | | Total | 63.9 | 36.1 | 44.2 |   KENDAL  This data illustrates that the majority of staff working in Kendal are female, and over 45% of all staff are aged 50 or above.   |  |  |  |  | | --- | --- | --- | --- | | Gender |  |  |  | |  | Male | Female | Total | | Number | 80 | 239 | 319 | | Percentage | 25 | 75 | 100.0 |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Age |  |  |  |  |  |  |  | |  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | Total | | Number | 1 | 14 | 50 | 107 | 115 | 32 | 319 | | Percentage | 0.3 | 4.4 | 15.7 | 33.5 | 36.0 | 10.1 | 100.0 |   Over 68% of all Kendal based staff earn less than £31k per annum (Grade 12) with a high proportion of staff earning under £23k per annum (Grade 8 - 37%) , and any changes in terms of location of office accommodation and the cost of travelling to work will potentially financially impact this staff group the most.   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Grade | 1-4 | 5-8 | 9-12 | 13-16 | 17-19 | other | No data |  | |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  | Total | | Number | 16 | 105 | 99 | 55 | 13 | 30 | 1 | 319 | | Percentage | 5.0 | 32.9 | 31.0 | 17.2 | 4.1 | 9.5 | 0.3 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Ethnic Origin |  |  |  |  | |  |  |  |  |  | |  | White British | BME | No Data | Total | | Number | 266 | 9 | 44 | 319 | | Percentage | 83.4 | 2.8 | 13.8 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Disability |  |  |  |  | |  |  |  |  |  | |  | Yes | No | No Data | Total | | Number | 8 | 229 | 82 | 319 | | Percentage | 2.5 | 71.8 | 25.7 | 100 |   CCC Kendal Based Staff home postcode point by disability only  In addition to the above high level statistics a more detailed analysis has been conducted by the Cumbria Intelligence Observatory focussing on identifying where staff working in the key service centres live and therefore where they travel into work from. This will help identify any potential impacts on staff if current office locations were to change.  CCC Kendal Based Staff by home postcode point  This analysis highlighted that the majority of Kendal based staff (68%) live in the South Lakes District (Of which 102 live within Kendal – 32%). The remainder of employees are split across surrounding localities in all directions (North, South, East and West). This varied profile of people travelling into offices across Kendal and how they access them will need to be considered as part of Better Places for Work. The Kendal solution identifies a Kendal locality proposal using 2 existing main locations and utilising satellite areas.   |  |  | | --- | --- | | No of positions by Directorate | Staff | | ADULT AND LOCAL SERVICES | 129 | | CHIEF EXECUTIVE'S OFFICE | 9 | | CHILDREN'S SERVICES | 117 | | ENVIRONMENT | 28 | | MEMBERS | 0 | | RESOURCES | 14 | | SAFER COMMUNITIES | 22 | | TRADE UNIONS | 0 | | No data | 0 | |  | 319 | |  |  |   BARROW  This data illustrates that the majority of staff working in Barrow are female, and over 33% of all staff are aged 50 or above.   |  |  |  |  | | --- | --- | --- | --- | | Gender |  |  |  | |  | Male | Female | Total | | Number | 39 | 206 | 245 | | Percentage | 12.2 | 84.08 | 100.0 |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Age |  |  |  |  |  |  |  | |  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | Total | | Number | 0 | 20 | 51 | 92 | 67 | 15 | 245 | | Percentage | 0 | 8.1 | 20.8 | 37.6 | 27.3 | 6.2 | 100.0 |   Over 74% of all Barrow based staff earn less than £31k per annum (Grade 12) with a high proportion of staff earning under £23k per annum (Grade 8 – 45.6%) , and any changes in terms of location of office accommodation and the cost of travelling to work will potentially financially impact this staff group the most.   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Grade | 1-4 | 5-8 | 9-12 | 13-16 | 17-19 | other | No data |  | |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  | Total | | Number | 20 | 92 | 69 | 49 | 2 | 11 | 2 | 245 | | Percentage | 8.1 | 37.5 | 28.3 | 20 | 0.8 | 4.5 | 0.8 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Ethnic Origin |  |  |  |  | |  |  |  |  |  | |  | White British | BME | No Data | Total | | Number | 207 | 10 | 28 | 245 | | Percentage | 84.5 | 4.1 | 11.4 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Disability |  |  |  |  | |  |  |  |  |  | |  | Yes | No | No Data | Total | | Number | 7 | 181 | 57 | 245 | | Percentage | 2.8 | 73.8 | 23.0 | 100 |   CCC Barrow Based Staff by home postcode point disability only  In addition to the above high level statistics a more detailed analysis has been conducted by the Cumbria Intelligence Observatory focussing on identifying where staff working in the key service centres live and therefore where they travel into work from. This will help identify any potential impacts on staff if current office locations were to change.  CCC Barrow Based Staff by home postcode point  This analysis highlighted that the majority of Barrow based staff (66%) live in the Barrow District (Of which 133 live within Barrow – 54%). The remainder of employees are split across surrounding localities in all directions (North, East and West). This varied profile of people travelling into offices across Barrow and how they access them will need to be considered as part of Better Places for Work. The Barrow solution identifies a Barrow locality proposal using 1 existing main locations and a new central location as well as utilising satellite areas.   |  |  | | --- | --- | | No of positions by Directorate | Staff | | ADULT AND LOCAL SERVICES | 82 | | CHIEF EXECUTIVE'S OFFICE | 11 | | CHILDREN'S SERVICES | 123 | | ENVIRONMENT | 19 | | MEMBERS | 0 | | RESOURCES | 8 | | SAFER COMMUNITIES | 2 | | TRADE UNIONS | 0 | | No data | 0 | |  | 245 | |  |  |   PENRITH  This data illustrates that the majority of staff working in Penrith are female, and over 43% of all staff are aged 50 or above.   |  |  |  |  | | --- | --- | --- | --- | | Gender |  |  |  | |  | Male | Female | Total | | Number | 18 | 85 | 103 | | Percentage | 17.5 | 82.5 | 100.0 |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Age |  |  |  |  |  |  |  | |  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | Total | | Number | 0 | 7 | 23 | 28 | 39 | 6 | 103 | | Percentage | 0 | 6.8 | 22.4 | 27.1 | 37.9 | 5.8 | 100.0 |   Over 75% of all Penrith based staff earn less than £31k per annum (Grade 12) with a high proportion of staff earning under £23k per annum (Grade 8 - 48%) , and any changes in terms of location of office accommodation and the cost of travelling to work will potentially financially impact this staff group the most.   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Grade | 1-4 | 5-8 | 9-12 | 13-16 | 17-19 | other | No data |  | |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  | Total | | Number | 6 | 44 | 28 | 16 | 4 | 2 | 3 | 103 | | Percentage | 5.8 | 42.7 | 27.2 | 15.6 | 3.9 | 1.9 | 2.9 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Ethnic Origin |  |  |  |  | |  |  |  |  |  | |  | White British | BME | No Data | Total | | Number | 81 | 5 | 17 | 103 | | Percentage | 78.6 | 4.8 | 16.6 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Disability |  |  |  |  | |  |  |  |  |  | |  | Yes | No | No Data | Total | | Number | 2 | 77 | 24 | 103 | | Percentage | 1.9 | 74.8 | 23.3 | 100 |   CCC Kendal Based Staff by home postcode point  In addition to the above high level statistics a more detailed analysis has been conducted by the Cumbria Intelligence Observatory focussing on identifying where staff working in the key service centres live and therefore where they travel into work from. This will help identify any potential impacts on staff if current office locations were to change.  CCC Penrith Based Staff by home postcode point  This analysis highlighted that the majority of Penrith based staff (64%) live in the Eden District (Of which 31 live within Penrith – 30%). The remainder of employees are split across surrounding localities in all directions (North, South, East and West). This varied profile of people travelling into offices across Penrith and how they access them will need to be considered as part of Better Places for Work. The Penrith solution identifies a Penrith locality proposal using 2 existing main locations and utilising satellite areas.   |  |  | | --- | --- | | No of positions by Directorate | Staff | | ADULT AND LOCAL SERVICES | 56 | | CHIEF EXECUTIVE'S OFFICE | 4 | | CHILDREN'S SERVICES | 19 | | ENVIRONMENT | 12 | | MEMBERS | 0 | | RESOURCES | 7 | | SAFER COMMUNITIES | 5 | | TRADE UNIONS | 0 | | No data | 0 | |  | 103 | |  |  |   Copeland  This data illustrates that the majority of staff are working in Whitehaven and are female, over 29% of all staff are aged 50 or above, lower age profile than other localities.   |  |  |  |  | | --- | --- | --- | --- | | Gender |  |  |  | |  | Male | Female | Total | | Number | 38 | 157 | 195 | | Percentage | 19.5 | 80.5 | 100.0 |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Age |  |  |  |  |  |  |  | |  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | Total | | Number | 0 | 32 | 35 | 71 | 39 | 18 | 195 | | Percentage | 0 | 16.5 | 17.9 | 36.4 | 20.0 | 9.2 | 100.0 |   Over 71% of all Copeland based staff earn less than £31k per annum (Grade 12) with a high proportion of staff earning under £23k per annum (Grade 8 - 40%) , and any changes in terms of location of office accommodation and the cost of travelling to work will potentially financially impact this staff group the most.   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Grade | 1-4 | 5-8 | 9-12 | 13-16 | 17-19 | other | No data |  | |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  | Total | | Number | 9 | 69 | 62 | 26 | 1 | 26 | 2 | 195 | | Percentage | 4.6 | 35.5 | 31.8 | 13.3 | 0.5 | 13.3 | 1.0 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Ethnic Origin |  |  |  |  | |  |  |  |  |  | |  | White British | BME | No Data | Total | | Number | 150 | 8 | 37 | 195 | | Percentage | 76.9 | 4.1 | 19.0 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Disability |  |  |  |  | |  |  |  |  |  | |  | Yes | No | No Data | Total | | Number | 4 | 136 | 55 | 195 | | Percentage | 2.1 | 69.7 | 28.2 | 100 |   CCC Copeland Based Staff by home postcode point disabled only  In addition to the above high level statistics a more detailed analysis has been conducted by the Cumbria Intelligence Observatory focussing on identifying where staff working in the key service centres live and therefore where they travel into work from. This will help identify any potential impacts on staff if current office locations were to change.  CCC Copeland Based Staff by home postcode point  This analysis highlighted that the majority of staff (53%) live in the Copeland District (Of which 39 live within Whitehaven – 18%, 27 live within Workington – 13%, 17 live in Egremont – 8%, 12 live in Cleator Moor – 6%). The remainder of employees are split across smaller surrounding localities in all directions (North, South, East and West). This varied profile of people travelling into offices across the Districts in West Cumbria and how they access them will need to be considered as part of Better Places for Work. The Whitehaven solution identifies a Whitehaven locality proposal using 1 existing main locations and utilising satellite areas.   |  |  | | --- | --- | | No of positions by Directorate | Staff | | ADULT AND LOCAL SERVICES | 76 | | CHIEF EXECUTIVE'S OFFICE | 4 | | CHILDREN'S SERVICES | 84 | | ENVIRONMENT | 21 | | MEMBERS | 0 | | RESOURCES | 10 | | SAFER COMMUNITIES | 0 | | TRADE UNIONS | 0 | | No data | 0 | |  | 195 | |  |  |   ALLERDALE  This data illustrates that the majority of staff working in Allerdale, Workington are female, and over 30% of all staff are aged 50 or above, lower age profile than other localities.   |  |  |  |  | | --- | --- | --- | --- | | Gender |  |  |  | |  | Male | Female | Total | | Number | 90 | 240 | 330 | | Percentage | 27.3 | 72.7 | 100.0 |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Age |  |  |  |  |  |  |  | |  | <20 | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | Total | | Number | 0 | 35 | 68 | 127 | 82 | 18 | 330 | | Percentage | 0 | 10.6 | 20.6 | 38.5 | 24.9 | 5.4 | 100.0 |   Over 71% of all Whitehaven based staff earn less than £31k per annum (Grade 12) with a high proportion of staff earning under £23k per annum (Grade 8 - 40%) , and any changes in terms of location of office accommodation and the cost of travelling to work will potentially financially impact this staff group the most.   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Grade | 1-4 | 5-8 | 9-12 | 13-16 | 17-19 | other | No data |  | |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  | Total | | Number | 22 | 133 | 107 | 46 | 6 | 3 | 13 | 330 | | Percentage | 6.7 | 40.4 | 32.4 | 13.9 | 1.8 | 0.9 | 3.9 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Ethnic Origin |  |  |  |  | |  |  |  |  |  | |  | White British | BME | No Data | Total | | Number | 257 | 9 | 64 | 330 | | Percentage | 77.9 | 2.7 | 19.4 | 100 |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Disability |  |  |  |  | |  |  |  |  |  | |  | Yes | No | No Data | Total | | Number | 9 | 228 | 93 | 330 | | Percentage | 2.7 | 69.1 | 28.2 | 100 |   CCC Allerdale Based Staff by home postcode point by Disabled Only  In addition to the above high level statistics a more detailed analysis has been conducted by the Cumbria Intelligence Observatory focussing on identifying where staff working in the key service centres live and therefore where they travel into work from. This will help identify any potential impacts on staff if current office locations were to change.  CCC Allerdale Based Staff by home postcode point  This analysis highlighted that the majority of staff (65%) live in the Allerdale District (Of which 57 live within Workington – 17%, 34 live within Cockermouth – 10%, 25 live in Maryport – 7%, 21 in Whitehaven – 6%). The remainder of employees are split across surrounding smaller localities in all directions (North, South, East and West). This varied profile of people travelling into offices across the Districts in West Cumbria and how they access them will need to be considered as part of Better Places for Work. The Workington solution is still to be finalised and agreed by Cabinet but the likelihood is that a singular multifunctional office in a key service centre would be preferential and utilising satellite areas.   |  |  | | --- | --- | | No of positions by Directorate | Staff | | ADULT AND LOCAL SERVICES | 98 | | CHIEF EXECUTIVE'S OFFICE | 6 | | CHILDREN'S SERVICES | 139 | | ENVIRONMENT | 63 | | MEMBERS | 0 | | RESOURCES | 10 | | SAFER COMMUNITIES | 14 | | TRADE UNIONS | 0 | | No data | 0 | |  | 330 | |  |  | |
| **Workstyling of Staff affected** | Flexible working requires collaboration between property and infrastructure, people and service needs. It is about delivering the best services to our customers, creating a better environment for our staff and service users whilst reducing the overall costs of property to the Council. Work is what you do and not a place to which you go.  Following lengthy research in to the practices of other local authorities and the Whitehaven pilot The five types of flexible workers have been identified. Every member of staff will be assigned one of the five worker profiles by their department. These profiles will determine the number of workstations a service or team will be allocated together with the ICT equipment a worker will receive. The five worker profiles are defined as follows:   * **Fixed Worker** - will operate at a fixed desk for the majority of the day, * **Internally Mobile** - based predominantly in Carlisle, but regularly away from their desk * **Externally mobile** -spend the majority of their time away from a desk, are often working out in the field. Will have access to a variety of workspaces (e.g. hot desks / breakout spaces) in Carlisle or at other properties in the county * **Home Worker** - carry out the majority of their work at home. However, they are still required to attend meetings, supervisions etc in Council premises * **Customised Worker** - Home based employees carry out the majority of their work at home. However, they are still required to attend meetings, supervisions etc in Council premises.   The workstyling includes following diversity criteria that can be assessed against the three categories above:   * Gender * Disability * Display screen equipments needs   This information will be used during the design process for each locality preferred solution and subsequent property modernisation to ensure that Reasonable Adjustments are made in response to individual need. |
| **Local Economic Assessment** | **PEOPLE AND COMMUNITIES (Cumbria Economic Bulletin)**  The focus on retention of offices and centralized services within key service centres and towns is fundamental to the preferred solutions for BP4W supporting towns and cities and aligning to the infrastructure and public transport mechanisms to underpin accessibility for communities.  **Trends in population vary across the County**  Cumbria‟s population in mid 2009 was estimated at 495,000 and this total had expanded since 2001 by 1.5%. This broadly reflects trends in the NW Region as a whole (+1.8%) but varied, however across the County. In general terms, population growth has continued to be concentrated in the east of the County in Carlisle (+3.9%), Eden (+3.8%) and South Lakeland (+1.4%). In contrast, the population continued to decline in Barrow (-1.5%) but remained stable after a previous pattern of decline in Copeland and Allerdale.  **…. and the population structure has aged, particularly in rural areas**  Growth in population, however, has been accompanied by an ageing population structure caused by a combination of factors including net out-migration of young people, in-migration of older people and increased life expectancy. The number of people of working age has remained fairly constant between 2001 and 2009 (at around 292,200), but the number of those above retirement age has increased from 103,800 to 118,000, an increase of 13.7%. The rapid ageing of the population has been a notable feature of rural communities within South Lakeland, Eden and Allerdale. Despite the overall number remaining stable, the proportion of the population which is of working age has fallen particularly sharply in South Lakeland (from 58.5% in 2001 to 56.1% in 2009).  **Levels of earnings vary considerably across the County**  In 2009, the average full time gross workplace earnings in Cumbria was £458 which was fairly close to the NW figure (£460) and around 94% of the national average (£489). This figure, however, masks considerable variation between districts that generally reflect variations in employment structure. Average earnings tend to be below average in districts with a high proportion of employment in the service sector and rural economy (Eden £351; South Lakeland £418). In contrast, full time earnings are above average in parts of the County dependent upon production industries (Barrow £479 and especially Copeland £675). These figures for districts, however, also mask considerable variation in access to paid employment within these areas (see below).  **Levels of unemployment in Cumbria are relatively low**  Following the steep rise in unemployment that occurred in the second half of 2008, levels of unemployment in Cumbria reached a plateau at just over 2.5%. Latest figures for October 2010 indicate that there are 7,525 claimants on Job Seeker Allowance which represents 2.4% of the total working age population. The national rate, however, climbed to a much higher rate (over 4%) before falling back to its present level of 3.5%. There are sharp contrasts within the County between Eden and South Lakeland where rates are extremely low and Copeland and Barrow where rates are over 3%. However, unemployment rates are currently below the UK average in all districts in Cumbria.  **…. but these figures mask significant variations in worklessness across the County**  Levels of worklessness in Cumbria are currently lower than the NW and UK average. In February 2010, there were 35,810 people claiming some form of out-of-work benefit which accounted for 11.5% of the working age population. This is lower than both the regional (15.7%) and national (12.9%) averages. However, these figures mask large variations across the County. The proportion of people claiming out of work benefits was well above the national average in Barrow (16.6%) and Copeland (14.2%) but very low in Eden (7.0%) and South Lakeland (6.9%).  **Levels of educational achievement are below average at secondary level**  Education standards in Cumbria are above average at primary level but compare less well for GCSE and A level. In 2009, 66.7% of pupils gained 5 grades A\*-C at GCSE compared to 70.9% in the NW Region and 70% nationally. At A level, the proportion of pupils gaining 3 or more A grades in Cumbria was 9% which was lower than the regional (10.2%) and national (12.7%) figures. However, the proportion of 16-18 yr olds not in education, employment or training has fallen in recent years. In 2009, there were 750 in the NEET category which was 4.5% of the total in this age group. This was significantly lower than the regional average (7.3%).  **…. and there are marked variations in the qualification levels of the working population**  Cumbria also has a slightly lower proportion of working age population with high level qualifications (25.6% at NVQ4 and above) compared to the national average (29.8%). Again, there are significant variations across Cumbria in this regard ranging from just 15.2% in Copeland to 36.8% in South Lakeland.  **BUSINESS AND ENTERPRISE**  **Employment in Cumbria is fairly diverse**  In 2008, there were over 214,000 employees in employment in Cumbria as well as another 34,000 people in self employment. Of those in employment, the main categories involved public administration, health and education (around 25%), wholesaling and retailing (18%), manufacturing (17%) and hotels and restaurants (11%). In comparison with national averages, Cumbria has proportionally more people employed in agriculture, manufacturing, hotels and restaurants and construction and fewer in finance and business services.  **…. but there are distinct differences between parts of the County**  Cumbria is a large county and the economy does not function as one single labour market but rather as a set of overlapping local economies that have quite distinct characteristics. In Eden and South Lakeland, land-based activities and tourism play a very significant part in the local economy which contrasts markedly with Barrow where 23% of employment is in manufacturing and 5,200 people are employed at BAe Systems submarine shipyard. Manufacturing is even more dominant in West Cumbria where around a third of all employment is accounted for by manufacturing and construction industries including prominently the nuclear sector. Carlisle acts as an important centre for the provision of public and private sector services to its wider sub-region as well as the production and distribution of manufactured goods and agricultural products.  **The tourism sector is undoubtedly significant for the economy**  Latest data from Cumbria Tourism indicate that in 2009 there were 5 million overnight visitors to Cumbria as well as 36 million day trippers. It is estimated that these visitors generate a total of £2bn to the Cumbrian economy and support over 32,000 jobs. Their analyses also suggest that the economic significance of tourism has grown since 2000 and that visitor numbers and spend has remained surprisingly robust during the current economic downturn. Official data also confirms significant growth in employment in hotels and restaurants between 2003 and 2008 (+11.5%).  **…. but there is also much diversified manufacturing across the County**  As well as the two major industrial employers (Sellafield Ltd (9,800 employees) and BAe Systems at Barrow (5,200 employees), there are also many industrial employers operating in the County including production sites operated by multinational companies such as Pirelli, Nestle, United Biscuits and Crown Cork and Seal (formerly Carnaud Metal Box) in Carlisle as well as Iggesund Paperboard (Workington), Kimberley Clark (Barrow), Heinz (Kendal), Sealy Bed (Aspatria) and GlaxoSmithKline (Ulverston). Employment in the manufacturing sector in the County fell by 10% between 2003 and 2008 but this was less severe than the decline nationally (-16%).  **In the early 2000s, Cumbria’s economic performance lagged behind other areas**  Economic performance as measured by gross value-added tended to lag behind other areas of the North West region in the 1990s and early 2000s. Over the long term (1995-2008) Cumbria was the second slowest growing of the 37 counties in the UK, with an overall growth rate of 59.9% compared to 78.0% in the Northwest region and 99.1% for the UK as a whole. This difference can partly be attributed to structural factors, including the reliance of the County on agriculture and services that tend to be associated with relatively low output per worker. The scarcity of corporate headquarters, which tend to generate higher paid employment, also has an influence.  **…. but recent data suggests some improvement**  Recent trends indicate that this gap may no longer be widening. Data shows that between 2007 and 2008, Cumbria‟s total GVA grew at 3.6% which is faster than the region (2.8%) and faster than the UK (3.5%). This placed it 4th out of the 37 NUTS2 areas and the fastest growing in the NW region for the 6th successive year. Despite this, it is still the case that GVA per head of population in the county (£15,883) is still much lower than the NW region (£17,604) and UK averages (£21,103).  **…. which has been experienced in both east and west Cumbria**  Both East and West Cumbria have contributed towards the improved GVA performance since 2002 when the annual growth rate first exceeded 2%. Rates then peaked at around 7.5% in 2004 and dropped subsequently to around 5% p.a. through to 2007 which was very close to regional and national averages. Latest data (2008) shows that East Cumbria (Carlisle, Eden, South Lakeland) contributed 57% of Cumbria‟s total GVA compared to West Cumbria (Allerdale, Barrow, Copeland) which produced 43% of the total. Production industries are particularly important for sustaining high GVA in West Cumbria (37% of total) and also East Cumbria (22%). In East Cumbria, the distribution sector is also significant (29%).  **The number of business in Cumbria has increased significantly since the early 2000s**  According to VAT and PAYE registrations data, there were 21,745 enterprises in Cumbria in 2010 and this total has increased since 2004 by around 40%. This was a faster rate of growth than experienced in the NW region (34%) and the UK (30%) as a whole. In the last 2 years, however, the number of VAT/PAYE enterprises in Cumbria has fallen by around 2.8% which mirrors national trends.  **Rates of new firm formation are generally lower than the national average**  The rate of new registrations for VAT or PAYE gives one indication of the level of new firm formation. Using latest data, there were 1,960 new registrations in Cumbria in 2008. Expressed as a ratio per 10,000 population, the “birth rate” in the County (47.7) was lower than the rate for the NW region as a whole (49.6) and much below the England average (57.2). In the same year, however, there were 1,900 de-registrations (interpreted as business “deaths”). The death rate in Cumbria (46.2) was higher than the NW region (41.5) and the same as the England average (46.2).  **.... but medium term firm survival rates are relatively good**  VAT/PAYE data can also be used to measure rates of business survival. The three year survival rate for Cumbria (businesses listed in 2005 that are still registered in 2008) was 71.8% which was significantly higher than the national average (64.5%).  **.... and business appear to have withstood the recession relatively well**  The Cumbria Business Survey, which took place in August 2010, found that domestic orders were more likely to be lower than higher and profit margins lower. Prices charged were higher though, suggesting that there have been increased cost pressures and that a bigger proportion of sale price is going towards overheads and costs of sales. Businesses were more positive about future orders than negative, although the positive balance was reduced slightly from 2009. This positive outlook was true of all sectors with the exception of construction where almost twice as many businesses expected a decline in orders as expected an increase.  **.... but businesses are facing pressures in the immediate future**  These findings suggest that most businesses have withstood the recession relatively well but more recently, the severe flooding that occurred in November 2009 presented another significant challenge to businesses, particularly in West Cumbria. The most significant costs were related to taking on temporary premises and structural repairs to properties. It was noted that insurance covered only part of the cost of damage to buildings and most received no compensation for interruption to normal trade. The mean total cost to the 324 business able to give an estimate was £34,337 per business but costs were much higher for the most severely impacted businesses.  It remains to be seen how the Coalition Government‟s restructuring of the public sector will impact on Cumbria. Based on organisation activity, 25% of jobs in Cumbria are in the public sector, marginally below the national average of 27%. However, alternative figures from ONS based on organisation structure, place Copeland as the most public sector dependent local authority in the UK at 50% due to Sellafield. Female employment in high level occupations is particularly dependent on the public sector in Cumbria and this group will be impacted especially hard by the cutbacks.  **PHYSICAL INFRASTRUCTURE AND ENVIRONMENT**  **Cumbria contains some of the UK’s finest natural environments**  Cumbria is characterised by very varied natural and built environments. This varied character embodies both its major attractions as a place to visit and in which to live as well as its challenges in terms of the provision of physical infrastructure. The County contain some of the UK‟s finest natural environments. Besides the Lake District National Park, the area also includes attractive rural areas of the Eden Valley as well as the Pennines and Yorkshire Dales to the east.  **…. as well as urban settlements with distinctive character**  The largest urban area of Carlisle focuses on an historic core that displays prominently the Norman Castle and Cathedral as well as Tullie House Museum. The adjacent central retailing area focuses on the development of the Lanes Shopping Centre and the pedestrianised Market Place which retains many of its historic features including the old Town Hall. In Eden, the principal town of Penrith acts as the major service centre for a wide geographical area while Kendal is an attractive market town and is the largest settlement in South Lakeland.  **…. and towns with a rich industrial heritage**  In West Cumbria, most settlements are concentrated in a narrow coastal area stretching from Silloth in the North through Maryport, Workington, Whitehaven and Egremont to Millom in the south. The major challenges for physical development in West Cumbria largely relate to the geographical inaccessibility of the area and the historic legacy of past phases of industrialisation and urban growth and decline. The built environment of Barrow today is also the product of successive periods of industrialisation interspersed with phases of investment designed to modernise infrastructure, housing and public space.  **Lack of affordable housing is a particular issue in the rural east of the County**  The diverse nature of settlement across Cumbria is reflected in the varied character of housing needs and housing markets across the County. Some of these issues have a spatial dimension, for example, affordable housing is more of an issue in the rural east of the County. The popularity of many settlements for tourists combined with their residential desirability generates very high levels of demand for housing which distorts housing markets. The most pressurized housing markets are in the Central Lakes and rural Kendal is also a high priced area. Data for 2008 shows that the ratio of house prices to earnings (using lower quartiles) was extremely high in both South Lakeland (9.02) and Eden (8.09), well above the England average (6.98).  **…. whilst housing and regeneration are issues on the West Coast and in Furness**  Evidence suggests that housing markets on the West Coast experience varying degrees of imbalance which is being addressed in part through Housing Market Renewal. One measure of this concerns the level of house vacancy which was quite high 2008-9 in Copeland (4.8% of stock). Copeland also has a much higher proportion of sub-standard housing (9.3% classed in category 1 hazard). Approximately half of the housing stock in Barrow pre-dates 1919 and the quality of some of this is also low. The Decent Homes survey for 2008-9 shows that there were 3,800 dwellings in the private sector in Barrow classed as hazardous. This represented over 11% of the total stock which is the highest figure of all Districts in Cumbria.  **The East of the County is comparatively well served by transport modes**  The East of the County has good inter-regional road transport links via the M6 motorway which connects Cumbria to the Glasgow conurbation to the north and cities of the North West and Midlands to the south. The M6 corridor is also served by the West Coast Main Line and there were over 1.4m passenger entries and exits in Carlisle in 2007-8.  **.... but transport links to West Cumbria are less effective**  Despite recent improvements, East-West transport links are much less effective. West Cumbrian towns experience disadvantage in attracting investment due to the remoteness of the area. In a recent survey, 45% of businesses in Copeland identified the road network as a particular concern for business. While there have been recent improvements to the A595, only parts of the A66 route to the M6 motorway consists of dual carriageway. The route to the M6 to the north via the A595 is poor but this may be improved by the construction of the Northern Bypass around Carlisle. As regards rail links, the coastal towns are on the Cumbrian Coast Line and many workers use the line to commute to Sellafield which was the third most used station in Cumbria during 2007-8.  **…. and despite recent improvements, transport links to Barrow are disadvantageous**  The location on a deep water estuary gives locational advantages for some key activities in Barrow, not least the shipyard itself and the development of the Marina Village. The docks are also ideally situated for servicing offshore windfarms and gas installations. However, the Furness Peninsula is in a peripheral location for road and rail links. While there have been recent improvements to the A590 (Low Newton by-pass), only parts of this route to the M6 motorway consists of dual carriageway. As regards rail links, Barrow is on the Cumbrian Coast Line which provides direct connections to Lancaster. There has been recent investment in improvements at Barrow station which is the second most used in Cumbria with over 538,000 passenger entries and exits in 2007-8.  **The amount of employment land available varies considerably across the County**  Latest data suggests that Cumbria has a significant amount of employment land available. In 2008-9, there were 398 hectares described as “land available” in the Regional Spatial Strategy. This employment land is not distributed evenly across the County. Over 60% is located in West Cumbria and Furness while in the East of the County, a high proportion is in Carlisle and Eden (32%) and only 6% is located in South Lakeland.  **…. but there is a mismatch between supply and demand in many areas**  Recent employment land studies suggest that while land available is plentiful, there is a mismatch between supply and current demand in many areas of the County. An employment land study in West Cumbria completed in 2008 identified an oversupply of poor quality older industrial units and a shortage of modern smaller scale workshop type accommodation, particularly suited to newer businesses. A lack of high quality office space for non-nuclear uses in Workington and Whitehaven Town Centres was also noted. Similarly, in Barrow the amount of land available is potentially quite high, but there remains a need for the public sector to invest in reclaiming sites to bring them to market for use.  **.… and there are significant gaps in provision in the East of the County.**  Recent research in Carlisle conducted by DTZ indicates that there are gaps in provision of land and premises which are heavily concentrated at Kingmoor Park to the north of the city. DTZ note that there are opportunities to create new employment sites associated with the construction of the Northern Development Route to the west of the City, new sites to the south and redevelopment of Carlisle Airport to the east of the motorway. In Eden, in excess of three-quarters of supply is accounted for by land in the Penrith area and development is constrained by the cost of essential transport infrastructure improvements. Shortage of employment land is even more marked in South Lakeland where there is a lack of a range of sufficient sites across market sectors which can be readily developed and that are in locations where businesses require land and premises. |

**Phase 2 Impacts**

From the evidence above use this section to identify the risks and benefits according to the different characteristics protected by the Equality Act.

**All/general:** Any issue that cuts across a number of protected characteristics

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
| Usage by members of the public/stakeholders | The Strategy is to move and centralise the Council’s staff into more accessible modern accommodation encouraging the better use of open space.  This move will impact particularly on the publicly accessed buildings where the intention to meet modern and up to date standards for access which will provide visible improvements promoting equality and diversity  *All key service centres preferred solutions will deliver potential benefits in this respect with the opportunity to improve the quality of and access to buildings which provide client/public facing services*. | All of the key service centres require consolidation of public services within modernised/refurbished or new buildings (Including public sector partner buildings) which may impact on service users having to reconsider transport and access arrangements as services are centralised.  *The location of public access points have been reviewed within each locality to ensure appropriate central location requirements aligned to sustainable accessibility is retained and through refurbishment and modernisation will ensure fit for purpose and accessibility is not restricted or diminished in any way*. | Y –Need to communicate to customers where customer access points and receptions are changing and were closures will occur ensuring no impact on overall customer access. |
| Impact on staff travel arrangements | One of the benefits of implementing the Strategy is that the creation of a new build office facility presents the opportunity to reduce the time and money staff spend on commuting by establishing a location which aligns to sustainable development.  The opportunity to obtain improved accessibility to the new office facility will enable staff to minimise travel times and costs.  *The option for establishing a new office facility which aligns to retained clusters of property across the Carlisle area would enable staff based in any direction within the city and surrounding area to have relatively similar access to the core Council offices as they do now, in addition to the added benefit of flexible working arrangements*. | Through the implementation of the new build the Council will occupy fewer buildings.  This will mean that it is likely that the staff may need to travel further to get to their destination of work.  All sites will require staff that have previously been dispersed to be consolidated into a central office. The consolidation of services within the new building on this site may impact on staff having to reconsider transport arrangements to access office space and undertake work functions.  *The option to establish a new office facility aligned to a wider cluster of retained buildings around the Carlisle area would potentially have least effect on staff with the implementation of workstyling and with the possibility of staff working in and around those properties closer to where they live for at least some of the working week, through flexible working and hot desking. However, consideration would need to be given as to where staff could work to access the Council as only having a new office facility location may disproportionately affect staff living in other areas of the city and surrounding area. Public transport to and from the developed site would need to be looked at, as would parking facilities.* | Yes – Before implementation of the strategy in the area, an analysis will need to be undertaken to assess the impact on staff. |

**Disability and health and wellbeing:** All forms of disability recognised under the Disability Discrimination Act including sensory impairment, mental health, learning disabilities, mobility related conditions, conditions such as heart disease, diabetes, asthma. This also covers any impact on health and well being

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
| Meeting Disability legislation and best practice | Through the rolling out of the Better Places for Work Programme in Carlisle we plan to significantly reduce the number of buildings the Council currently occupies in the area, and ensure as far as possible that Disability legislation and best practice is met in the property retained by the Authority.  Should a new property be built on any of the sites identiifed it would be designed and constructed to meet up to date Disability legislation encompassing many of the points noted below.  **Wheelchair access**  Sufficient space for wheelchairs at:   * Staff access to the building * Entrance and reception area (including dropped reception counter / bells) * Break-out areas * Lifts (including maintenance turn around times) * Between desks * Filing areas * Toilets * Refreshment areas / kitchens   Adjustments to be in line with Health and Safety legislation.  **Sensory impairment**   * Undertake audit of space within any building for Hearing Loops * Colour schemes for decor and signage needs to meet Royal National Institute for the Blind standards. * Office design needs to take account of acoustics.   **Accessible meeting rooms**  Need to ensure that all meetings rooms are fully accessible for wheelchairs and that hearing loops are checked and maintained.  **Accessible Storage**  Provision of low level accessible storage.  **Kitchen facilities**  Include lever taps for people with RSI.  **Adapted office furniture**  Ensure people who require adapted office furniture that is related to a health condition are assisted. Ensure requirements for externally mobile staff that will not have a fixed desk are met.  *Development of a new build facility on any of the identified sites would enable the Council to make significant improvements to meeting its statutory requirements .* | No impact or risks identified associated with development on any of the sites identified as part of a new build | Y –  Need to enshrine in BP4W policy how we will deal with a conflict between individuals needs for adapted furniture and the introduction of flexible working. |

**Gender, Transgender and Marital Status**

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
| Flexible working and caring responsibilities | By Introducing Better Places for Work through the establishment of a new office facility on any site identified there is a potential of staff with caring responsibilities to work remotely and use ICT.  *All site options support this fully as this is not dependent on location and property type* | Need to monitor implementation to ensure that we meet the needs of all staff that have care responsibilities that require them to be away from the office during core business house. In particular those staff workstyled as resident.  *All site options support this fully as this is not dependent on location and property type* |  |
| Private space for expressing milk | Establishment of a new office facility on any site will enable this requirement to be incorporated into the design layout. | No impact or risks identified associated with development on any of the sites identified as part of a new build. |  |
| Toilet, changing, showering and nappy changing facilities for males and females | Establishment of a new office facility on any site will enable this requirement to be incorporated into the layout.  *All site options support this fully as this is not dependent on location and property type* | No impact or risks identified associated with development on any of the sites as part of a new build. |  |

**Ethnicity:** All ethnic groups including Asian, Black, East Asian and white minority ethnic groups, including Eastern Europeans and Gypsy and Travellers.

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
|  | *No issues identified at this stage for development on any of the identified sites* | *No issues identified at this stage for development on any of the identified sites* | N |

**Sexual Orientation:** including heterosexual, gay, lesbian and bisexual people

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
|  | *No issues identified at this stage for development on any of the identified sites*. | *No issues identified at this stage for development on any of the identified sites* | N |

**Age:** Where a person is at risk of unfair treatment because of their age group

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
| Children using the space | *The requirement for dedicated space requirement would be designed into the new development on any site .* | For some services there is potential to be some appointment based work with children and families. This would be confidential and would need to take place away from the main working areas. This would need to be taken into consideration when deciding where customers will access services and be incorporated into new office space design requirements.  *This requirement would need to be incorporated into all site options and design development.* |  |

**Religion/belief:** all faiths including Christianity, Islam, Judaism, Hinduism, Buddhism, Sikhism and non religious beliefs such as Humanism

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
| Quiet space for worship | Establishment of new office facility on any of the identified sites will enable quiet spaces to be incorporated into the design layout.  *All site options will provide quiet areas within the offices through design development* | No impact or risks identified associated with development on any of the sites as part of a new build. | N |

**Socio-Economic Status:** This can include people on low incomes, as well as issues around rural and urban deprivation

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
| Establishment of a new office facility for Council staff may have an economic impact on the city area around a vacated or newly occupied building. | If Council employees take up occupation of a new building local amenities may enjoy an increased financial income as Council employees, who are new to the area spend time and money in that area.  *The centralisation of staff within a newly developed office in Carlisle would potentially bring staff into areas of the city they were not previously based and as such increase the economic impact the Council has on an area*  *There are potential regeneration opportunities if a new build were to be developed on site B or C site A would have a lesser impact..* | If Council employees move to a new building, public transport availability at site B or C may be reduced.  The cost of living for employees may increase due to the lack of basic food facilities and amenities at a new building located at Site B or C. Council employee’s work-life-balance may be disadvantaged due to having to travel a greater distance to work.  There may be a wider economic and community impact if a building is vacated by the Council and Council employees no longer spend in that area on local amenities.  *Development of all identified sites would potentially take staff away from current office bases and therefore be detrimental to the surrounding facilities in terms of spend.* | Y Before implementation of the strategy in an area, full analysis will need to be undertaken of the impact on staff and the wider community. |
| Longer distance of travel for low paid staff/public to new offices | One of the benefits of implementing the BP4W strategyis that it may reduce the time and money staff spend on commuting by adopting home and flexible working methods.  *The development of a centralised new build facility would potentially establish a central property which overall would be beneficial to staff as public services may be enhanced. This combined with more flexible working would lead to improvements and a reduced requirement to travel long distances for a number of staff based in more rural locations.* | Through the implementation of the strategy the Council will occupy fewer buildings.  This will mean that it is likely that the public and staff will need to travel further to get to their destination of work or place to get their enquiry dealt with by the Authority.  *The development of a new build facilityon any site may have a detrimental impact to staff travelling into work in Carlisle, possibly resulting in increased journey times and costs for staff when they do need to travel into the office. As noted with the salary bands for people working in Carlisle this may disproportionately affect those on lower incomes, and work will need to be carried out to analyse any such impact and mitigation identified if this is the case.* | Y- Before rolling out the programme an analysis of the impact on staff/public will need to be carried out |

**Community Cohesion:** This is where a decision or a change to services may risk creating tensions between community groups in a local area.

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| **Issue** | **Positive Impact or benefits** | **Negative impact or risks** | **Action Required** |
|  | *No issues identified at this stage for development of any sites identified* | *No issues identified at this stage for development of any sites identified* | N |

**Phase 3: Action Planning**

Based on actions raised in the action required box above

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| **Area for further action** | **Actions proposed** | **Lead officer** | **When** | **Resource implications** | **Outcome** |
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| **Documents appended to the Equality Impact Assessment:**  Cabinet report 10th May 2012 - Confidential |

**Quality Assurance and EIA completion**

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| --- | --- |
| **Date completed** |  |
| **Lead officer** | **B Kirkbride** |
| **EIA taken through Directorate Equality Group/or DMT** |  |
| **Have staff been involved in developing the EIA?** |  |
| **Have community organisations been involved?** |  |
| **Date of latest update of EIA** |  |