



CABINET – 13TH MARCH 2019

SUBJECT: FLEXIBLE RETIREMENT SCHEME

REPORT BY: DIRECTOR OF EDUCATION & CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to seek Cabinet's approval to extend the period of flexible retirement from a maximum of 6 months (9 months in exceptional circumstances) to 2 years.

2. SUMMARY

- 2.1 The Council's Flexible Retirement Scheme provides for employees to make application for flexible retirement for a period of up to 6 months and 9 months in exceptional cases. This report seeks to extend the timescale of flexible retirement to a period of no more than 2 years.

3. RECOMMENDATIONS

- 3.1 Cabinet is asked to agree the extension of the timescale of flexible retirement to a period of no more than 2 years, as detailed in the updated Scheme attached at Appendix 1.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The recommendation is made to support employees to plan their retirement by making a gradual adjustment at the end of their working lives.
- 4.2 The Council also benefits by retaining experienced staff with valuable skills and enabling better workforce and succession planning, which in turn supports the Council's Medium Term Financial Plan (MTFP).

5. THE REPORT

- 5.1 Council, at the meeting held on 7th October 2014, agreed that 'the existing pension discretions adopted by the Council be changed to allow employees to take advantage of flexible retirement in line with the approved scheme.'
- 5.2 Consequently, the Flexible Retirement Scheme was introduced with effect from 1st January 2015, which provided employees with a planned approach to retirement that involves an individual employee aged 55 or over voluntarily
- reducing their working hours in their existing post by at least 40% and/or
 - moving to a job that is at least 2 grades lower

whilst accessing their accrued pension benefits. However the benefits would be reduced because they are being paid early, subject to certain protections for pre 2014 members of the fund.

- 5.3 The timescale agreed for flexible retirement was up to 6 months and 9 months in exceptional circumstances.
- 5.4 Requests for flexible retirement have to be supported by a business case from the Head of Service that demonstrates that the service area is able to accommodate the request both operationally and financially. This business case also has to be authorised by the relevant Director, the Head of Corporate Finance & S151 Officer and the Head of People Services. There is no automatic right for an employee's request for flexible retirement to be agreed.
- 5.5 The table below details the numbers of employees that have been supported to take the opportunity of flexible retirement since the Scheme was introduced.

Year	Number
2015/16	7
2016/17	3
2017/18	6
Total	16

There have been none so far in 2018 / 19.

- 5.6 Feedback from Managers and the Trade Unions confirms that whilst employees are appreciative of this Scheme, they would prefer the opportunity to have a longer period of flexible retirement. Cabinet is therefore asked to agree the extension of flexible retirement up to a period of 2 years, as detailed in the revised Scheme attached at Appendix 1.
- 5.7 If Cabinet agree the revised Scheme, it will not come in to operation until 1 May 2019, in order that the Council may provide Torfaen Pensions with sufficient notification of this change.
- 5.8 The Trade Unions have been consulted and are fully supportive of this recommended change to the scheme.
- 5.9 **Conclusion**

The Council's Flexible Retirement Scheme provides a supportive opportunity for employee's to continue working whilst adjusting to retirement at the end of their careers. It also allows the Council to retain skills and knowledge whilst considering succession planning. It is possible that the number of employees interested in flexible retirement may increase should the increased period of time be agreed.

6. ASSUMPTIONS

- 6.1 There are no assumptions made within this report.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 The Scheme links to the People Management Strategy and therefore to all other strategies, including all equality strategies, policies and procedures, which rely on employees to deliver the strategy and service provision.
- 7.2 **Corporate Plan 2018-2023.**

The Flexible Retirement Scheme contributes towards the Corporate Well-being Objectives, as detailed below:

Objective 2 - Enabling employment.

8. WELL-BEING OF FUTURE GENERATIONS

8.1 Having considered the five ways of working, the Flexible Retirement Scheme contributes to the following Well-being Goals:

- A healthier Wales
- A more equal Wales.

9. EQUALITIES IMPLICATIONS

9.1 An Equalities Impact Assessment (EIA) has been completed for this revised Scheme and is attached at Appendix 2.

9.2 The EIA demonstrated that there was no potential for discrimination with this Scheme as it supports employees over 55 years of age to continue working and access their pension in accordance with Local Government Pension Scheme Regulations (LGPS).

10. FINANCIAL IMPLICATIONS

10.1 The financial implications will depend on the number of employees who apply for flexible retirement. Whilst there are no quantifiable financial implications for the Authority by revising this Scheme, there could be financial implications in individual cases. Where applications for flexible retirement incur a pension strain cost, approval must be sought from the Council's Pensions/Compensation Committee.

10.2 As stated in paragraph 5.4, all supported requests for flexible retirement require a robust business case, which includes financial scrutiny and authorisation by specified officers including the Head of Corporate Finance & S151 Officer.

11. PERSONNEL IMPLICATIONS

11.1 The personnel implications are included in this report.

12. CONSULTATIONS

12.1 All consultation responses have been reflected in this report.

13. STATUTORY POWER

13.1 Local Government Pension Scheme Regulations 2013.
Local Government Act 1972.

Author: Lynne Donovan, Head of People Services
Consultees: Cllr Colin Gordon, Cabinet Member for Corporate Services
Christina HARRY, Interim Chief Executive
Richard Edmunds, Corporate Director – Education and Corporate Services
David Street, Corporate Director – Social Services and Housing
Mark S. Williams, Corporate Director – Communities
Nicole Scammell, Head of Corporate Finance and S151 Officer
Robert Tranter, Head of Legal Services and Monitoring Officer
Lisa Downey, Acting HR Service Manager
Shaun Watkins, Acting HR Service Manager
Anwen Cullinane, Senior Policy Officer, Equalities, Welsh Language and Consultation

Background Papers:

Council, 7th October 2014, 'Workforce Flexibilities/ Discretions under the Local Government Pension Scheme 2013 (as amended)'

Appendices:

Appendix 1 Flexible Retirement Scheme, March 2019

Appendix 2 Equality Impact Assessment

FLEXIBLE RETIREMENT SCHEME

Version of Scheme:	2
Scheme Ratified By:	Cabinet
Date Ratified:	13 March 2019
Effective Date of Scheme:	1 May 2019
Review Date:	May 2021
Applicable To:	All Caerphilly employees except employees directly employed by Schools unless the School Governing Body has adopted the Scheme.
Equalities Sentence:	All Equalities considerations have been taken into account when drafting this Scheme. These have been reflected in all documentation during the consultation and governance processes.

The Council's recognised trade unions have been consulted on this Scheme.



INDEX

SECTION	PAGE
<u>Introduction</u>	3
<u>Scope of the Scheme</u>	3
<u>Guiding Principles</u>	3
<u>Interpretation of the Scheme</u>	5
<u>Review of the Scheme</u>	6
<u>Appendix</u>	7

NOTE

Wherever the designation Manager is used throughout this Scheme, it is taken to mean Head of Service, Line Manager, Supervisor, Officer in Charge, Head Teacher or anyone who has a responsibility for employees through their work.

The Scheme is available on the HR Support Portal, from Managers or from HR.

INTRODUCTION

1. Caerphilly County Borough Council is committed to providing its employees with more choice and flexibility with regard to whether they wish to retire early or stay in work beyond normal retirement age, making their transition from working life to retirement a smoother one for the employee and the Council.
2. The Council recognises that attracting and retaining a well-trained, well motivated and flexible workforce, with a wide range of skills and experience is essential to the provision of quality services.
3. Flexible retirement is a change from retiring at a specific age to a much more flexible approach so that employees can plan their retirement, financially and socially, and make a gradual adjustment at the end of their working lives. There are also benefits to the Council by retaining experienced staff with valuable skills and enabling better succession planning. Flexible retirement will allow employees to reduce their working hours thus allowing them time to pursue other activities.
4. It is important to note that flexible retirement applications must bear in mind the operational requirements of the service and will only proceed to Pensions Committee for approval if there is a viable business case approved by the Head of Service and Director confirming that the request can be accommodated and that there will be no disruption to the working of the Service Area.
5. The Scheme sets out how Managers and employees can work together to achieve flexibility for employees approaching retirement.

SCOPE OF THE SCHEME

6. The Flexible Retirement Scheme applies to any individual employee where a flexible retirement opportunity has been identified, either by the employee or the Council, irrespective of whether they are on a fixed term or permanent contract. This does not include school based support employees unless the School Governing Body has adopted the Scheme. This Scheme should not be used for groups of employees who wish to flexibly retire.
7. The Council's recognised Trade Unions have been consulted on the Scheme.
8. This Scheme supersedes all earlier schemes and must be used to deal with all applications for flexible retirement. The effective date of this scheme is 1st May 2019. The scheme and guidelines will be used to deal with all flexible retirement situations.

GUIDING PRINCIPLES

9. The majority of employees' normal retirement age will be the same as their state pension age. This is referred to as normal pension age (NPA). Employees are able to find out their normal pension age by going to <https://www.gov.uk/calculate-state-pension>.
10. However, in accordance with the LGPS Regulations, an employee can retire and gain access to their LGPS pension benefits, from age 55, without their employer's consent. Pension benefits may be actuarially reduced if benefits are drawn before NPA. It should be noted that the Council will not waive an employee's actuarial reduction if the benefits are drawn before NPA. However, under the 85 Year Rule, if a member's age and membership in whole years equals 85 at age 60, the member may be able to retire without a full reduction in benefits. Employees who joined the LGPS on or before 30th September 2006, may (under the protections put in place due to the removal of the 85 year rule) be subject to full or partial protection from reduction. The protections afforded under the '85 year rule' will be withdrawn completely from 1st April 2020.

11. Flexible retirement is a planned approach to retirement that involves an individual employee aged 55 or over to voluntarily
- Reduce their working hours in their existing post and/or
 - Move to a job on a lower grade

whilst accessing their accrued pension benefits. However the benefits would be reduced because they are being paid early, subject to certain protections for pre 2014 members of the fund as stated in paragraph 10. Examples of the reductions applicable are shown as in Appendix A.

12. Heads of Service are required to draw up a Business Case to demonstrate that the Service Area is able to accommodate the request both operationally and financially. The business case should include details of the impact on service delivery and the benefit to the Service Area as well as the individual and any associated costs. The business case will also include the employee's intended retirement date so that the Service Area can plan for the employee's eventual retirement. This date should not be more than two years in the future. This Business Case should be counter signed by the relevant Director, the Head of Corporate Finance & S151 Officer and Head of People Services.
13. Applications for flexible retirement can take up to 12 weeks to process so employees should bear this in mind when making their application and allow adequate time if they have a specific date that they wish the new arrangement to take place on. If the business case is not viable for the Service Area, it may be possible to facilitate a flexible retirement by cross matching to a post within another Service Area. In this circumstance, please seek further advice from your HR Business Partner Team.
14. In the event that an application for flexible retirement is received from the Chief Executive, the application will be considered by full Council.
15. Employees, subject to the business case being viable and the Service Area being able to accommodate the flexible retirement, have a choice of whether to reduce hours or grade. The reduction in hours must be **at least** 40% of the employee's contractual hours immediately prior to the planned flexible retirement e.g. for a full time employee this will be two days a week, for a part time employee this will be 40% of their hours so someone working 30 hours would need to reduce their hours by 12 hours. The reduction in grade must be a **minimum** of two grades e.g. a Grade 5 to a Grade 3. If an employee decides to reduce their grade in order to take flexible retirement, they will be put on the top Spinal Column Point of the relevant grade.
16. There is no automatic right for an employee's request for flexible retirement to be agreed.
17. Heads of Service should contact their HR Business Partner Team to discuss any applications for flexible retirement that they receive. This is especially important where an application cannot be supported. In this case, Heads of Service should seek advice, prior to notifying the employee that the application cannot be supported, to ensure that the case has been reasonably considered and all alternatives have been explored. When an application is not supported, employees must be given written reasons as to why the application cannot be accommodated.
18. Employees will only be able to flexibly retire once so a number of reductions in hour or grade over a period of time will not be permitted. Any changes to an employee's contract as a result of an application for flexible retirement will be permanent and there is no automatic right to go back to full time hours or grade or for further reductions in hours or grade.
19. An employee retiring flexibly does not have to draw on all of the benefits they have built up at the point of flexible retirement. They have to draw

- all of their pre 1st April 2008 benefits plus
 - all, some or none of their 1st April 2008 to 31st March 2014 benefits plus
 - all, some or none of their post 31st April 2014 benefits plus
 - any additional benefits in accordance with actuarial guidance issued by the Secretary of State. (Additional benefits are added years being purchased by the employee, AVCs (if the employee chooses to draw them), additional pension bought by APCs/SCAPS, additional pension bought by ARCs and additional pension awarded by the employer if they discretion has been adopted.)
20. There is no trial period for flexible retirement. Once it has been agreed, the decision cannot be reversed. This is, because of the direct impact upon the pension benefits.
 21. Where an employee remains in post beyond age 65, flexible retirement remains a permissible option up until age 74.
 22. Pension benefits must be drawn one day before reaching the age of 75.
 23. Employees will remain in the pension scheme and accrue a second pension on the reduced hours or grade, unless the Council is informed in writing of the employee's decision to opt out of the Scheme. These benefits will become payable when the employee retires fully. Employees are also able to pay Additional Pension Contributions or Additional Voluntary Contributions to purchase additional pension benefits, if they so wish.
 24. Prior to making any application for flexible retirement, employees need to ensure that they obtain all the necessary information about what pension benefits are payable, additional voluntary contributions, etc and other financial matters to inform their decision to take flexible retirement. In all cases advice must be sought from your HR Business Partner Team, who will contact the Greater Gwent Pension Fund on the employee's behalf. The Greater Gwent Pensions Fund will not deal directly with employees about their pension benefits in relation to flexible retirement applications as employer consent is needed for the application to progress. Employees are also advised to seek independent financial advice before making any decisions.
 25. If an employee reduces their hours in the same job or obtains a new job by way of a flexible retirement application, all the conditions of their contract of employment will be retained, including recognition of continuous service for purposes of annual leave, sick pay and entitlement to the Council's long service award and for employment rights such as redundancy payments. However, although the entitlements will be retained the amount of the entitlement will be pro rata'd (apart from the Long Service Award) to the number of hours that the employee is working.
 26. If an employee is not in the LGPS, or does not wish to draw their pension benefits, but wishes to reduce their hours in readiness for retirement, they should do so via a Flexible Working Request.
 27. Managers should be mindful of their obligations under Equalities legislation and in particular the requirement not to discriminate or treat employees differently on the grounds of age.
 28. It is also important to consider that as the Council's workforce begins to age, with possibly increased physical and medical issues or disabilities linked to age, that flexible retirement also benefits employees in helping to maintain a practical work-life balance, protecting income and pension for the employee and potentially reducing sickness absence to a minimum.

INTERPRETATION OF THE SCHEME

29. In the event of a dispute relating to the interpretation of this Scheme the Head of People Services or the Human Resources Service Manager will make the final decision on interpretation.

REVIEW OF THE SCHEME

30. A review of this Scheme and procedure will take place will take place two years after agreement or sooner if appropriate and the Council retains the right to change the Scheme at any time. Any amendments will be consulted on with all the relevant parties. However, in the case of amendments relating to legislative requirements, the Scheme will be amended and reissued.

MARCH 2019

BENEFITS REDUCTION TABLE

Number of Years Paid Early	Pensions Reduction – Men	Pensions Reduction – Women	Lump Sum Reduction
0	0%	0%	0%
1	6%	5%	3%
2	11%	11%	6%
3	16%	15%	8%
4	20%	20%	11%
5	25%	24%	14%
6	29%	27%	16%
7	32%	31%	19%
8	36%	34%	21%
9	39%	37%	23%
10	42%	40%	26%
11	45%	44%	Not Applicable
12	48%	47%	Not Applicable
13	52%	50%	Not Applicable

NOTE

1. You cannot receive your lump sum payment more than 10 years before your retirement date.
2. Figures provided by Government Actuary Department.
3. To calculate your normal pension age go to <https://www.gov.uk/calculate-state-pension> and then take the age that you wish to retire from your normal pension age to calculate how many years early you are retiring e.g. normal pension age is 67 and employee decides to retire at 61 they would be retiring 6 years early so a man would have a 29% reduction and a woman a 27% reduction.

EQUALITY IMPACT ASSESSMENT FORM

October 2018

THE COUNCIL'S EQUALITIES STATEMENT

This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce.

We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL or other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.

The Council is required to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are:

- | | |
|----------------------------------|----------------------------------|
| • Age | • Race |
| • Disability | • Religion, Belief or Non-Belief |
| • Gender Re-assignment | • Sex |
| • Marriage and Civil Partnership | • Sexual Orientation |
| • Pregnancy and Maternity | • Welsh Language* |

* The Welsh language is not identified as a protected characteristic under the Equality Act 2010, however in Wales we also have to treat Welsh and English on an equal basis as well as promoting and facilitating the use of the Welsh language.

Further advice on completing impact assessments can be found on the equalities pages of Corporate Policy Unit Portal.

THE EQUALITY IMPACT ASSESSMENT

NAME OF NEW OR REVISED PROPOSAL*	Flexible Retirement Scheme (revised March 2019)
DIRECTORATE	Corporate
SERVICE AREA	HR
CONTACT OFFICER	Lynne Donovan
DATE FOR NEXT REVIEW OR REVISION	May 2021 or sooner if required.

***Throughout this Equalities Impact Assessment Form, ‘proposal’ is used to refer to what is being assessed, and therefore includes policies, strategies, functions, procedures, practices, initiatives, projects and savings proposals.**

The aim of an Equality Impact Assessment (EIA) is to ensure that Equalities and Welsh Language issues have been proactively considered throughout the decision making processes governing work undertaken by every service area in the Council as well as work done at a corporate level.

The Council’s work across Equalities, Welsh Language and Human Rights is covered in more detail through the **Equalities and Welsh Language Objectives and Action Plan 2016-2020**.

When carrying out an EIA you should consider both the positive and negative consequences of your proposals. If a project is designed for a specific group e.g. disabled people, you also need to think about what potential effects it could have on other areas e.g. young people with a disability, BME people with a disability.

There are a number of supporting guidance documents available on the **Corporate Policy and Business Support Portal** and the Council’s Equalities and Welsh Language team can provide advice as the EIA is being developed. Please note that the team does not write EIAs on behalf of service areas, the support offered is in the form of advice, suggestions and in effect, quality control.

Contact equalities@caerphilly.gov.uk for assistance.

PURPOSE OF THE PROPOSAL

1	<p>What is the proposal intended to achieve? <i>(Please give a brief description and outline the purpose of the new or updated proposal by way of introduction.)</i></p> <p>The Council's Flexible Retirement Scheme has been in place since January 2015 and provides for employees to make application for flexible retirement for a period of up to 6 months and 9 months in exceptional cases. The revised Scheme extends the timescale of flexible retirement to a period of no more than 2 years.</p>
2	<p>Who are the service users affected by the proposal? <i>(Who will be affected by the delivery of this proposal? e.g. staff members, the public generally, or specific sections of the public i.e. youth groups, carers, road users, people using country parks, people on benefits etc. Are there any data gaps?)</i></p> <p>All staff members can apply for flexible retirement if they over 55 years of age. Whilst it allows employees access accrued pension benefits, those who do not pay in to the pension scheme may also apply for flexible retirement / reduced hours.</p> <p>Schools can also adopt the Scheme should they so wish.</p>

IMPACT ON THE PUBLIC AND STAFF

3	<p>Does the proposal ensure that everyone has an equal access to all the services available or proposed, or benefits equally from the proposed changes, or does not lose out in greater or more severe ways due to the proposals? <i>(What has been done to examine whether or not these groups have equal access to the service, or whether they need to receive the service in a different way from other people?)</i></p> <p>Yes. All employees aged over 55 can request flexible retirement. There is no automatic right for the request to be agreed. Each case has to be supported by a robust business case that supports the request both operationally and financially.</p>
----------	---

4 **Is your proposal going to affect any people or groups of people with protected characteristics?**
(Has the service delivery been examined to assess if there is any indirect effect on any groups? Could the consequences of the policy or savings proposal differ dependent upon people's protected characteristics?)

Protected Characteristic	Positive, Negative, Neutral	What will the impact be? If the impact is negative how can it be mitigated?
Age	Positive	This Scheme supports employees over 55 years of age to continue working and access their pension in accordance with Local Government Pension Scheme Regulations (LGPS)
Disability	Neutral	
Gender Reassignment	Neutral	
Marriage & Civil Partnership	Neutral	
Pregnancy and Maternity	Neutral	
Race	Neutral	
Religion & Belief	Neutral	
Sex	Neutral	
Sexual Orientation	Neutral	

5 **In line with the requirements of the Welsh Language Standards. (No.1) Regulations 2015, please note below what effects, if any (whether positive or adverse), the proposal would have on opportunities for persons to use the Welsh language, and treating the Welsh language no less favourably than the English language.**
(The specific Policy Making Standards requirements are Standard numbers 88, 89, 90, 91, 92 and 93. The full detail of each Standard is available on the Corporate Policy Unit Portal. Although it is important that what is outlined in the proposal is available in Welsh and English, please consider wider impacts on Welsh speakers.)

No effect.

INFORMATION COLLECTION

6	<p>Please outline any evidence and / or research you have collected which supports the proposal? This can include an analysis of service users. <i>(Is this service effectively engaging with all its potential users or is there higher or lower participation of uptake by one or more protected characteristic groups? If so, what has been done to address any difference in take up of the service? Does any savings proposal include an analysis of those affected?)</i></p> <p>The information below provides details of the number of employees that have been supported with flexible retirement following the introduction of the Scheme:</p> <table border="1"><thead><tr><th>Year</th><th>Number</th></tr></thead><tbody><tr><td>2015/16</td><td>7</td></tr><tr><td>2016/17</td><td>3</td></tr><tr><td>2017/18</td><td>6</td></tr><tr><td>Total</td><td>16</td></tr></tbody></table> <p>There have been none so far in 2018 / 19.</p> <p>Feedback from Managers and the Trade Unions confirms that whilst employees are appreciative of this Scheme, they would prefer the opportunity to have a longer period of flexible retirement.</p>	Year	Number	2015/16	7	2016/17	3	2017/18	6	Total	16
Year	Number										
2015/16	7										
2016/17	3										
2017/18	6										
Total	16										

CONSULTATION

7	<p>Please outline the consultation / engagement process and outline any key findings. <i>(Include method of consultation, objectives and target audience. What steps have been taken to ensure that people from various groups have been consulted during the development of this proposal? Have you referred to the Equalities Consultation and Monitoring Guidance?)</i></p> <p>Officers have consulted with the Trade Unions in accordance with the Council's agreed processes. The Trade Unions are fully supportive of the revised time period for flexible retirement.</p>
----------	---

MONITORING AND REVIEW

8	<p>How will the proposal be monitored? <i>(What monitoring process has been set up to assess the extent that the service is being used by all sections of the community, or that the savings proposals are achieving the intended outcomes with no adverse impact? Are comments or complaints systems set up to record issues by Equalities category to be able analyse responses from particular groups?)</i></p> <p>The proposal will be monitored via regular reports to Corporate Management Team and via the joint consultative committees with the Trade Unions.</p>
----------	---

9	<p>How will the monitoring be evaluated? <i>(What methods will be used to ensure that the needs of all sections of the community are being met?)</i></p> <p>N/A</p>
----------	---

10	<p>Have any support / guidance / training requirements been identified? <i>(Has the EIA or consultation process shown a need for awareness raising amongst staff, or identified the need for Equalities or Welsh Language training of some sort?)</i></p> <p>No</p>
-----------	---

11	<p>If any adverse impact has been identified, please outline any mitigation action.</p> <p>No adverse impact</p>
-----------	---

12	<p>What wider use will you make of this Equality Impact Assessment? <i>(What use will you make of this document i.e. as a consultation response, appendix to approval reports, publicity etc. in addition to the mandatory action shown below?)</i></p> <p>The Equality Impact Assessment will be shared with Trade Unions and appended to the report.</p>
-----------	--

13	<p>An equality impact assessment may have four possible outcomes, through more than one may apply to a single proposal. Please indicate the relevant outcome(s) of the impact assessment below.</p> <p style="text-align: right;">Please tick as appropriate:</p> <p>No major change – the impact assessment demonstrated that the proposal was robust; there was no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <input checked="" type="checkbox"/></p> <p>Adjust the proposal – the impact assessment identified potential problems or missed opportunities. The proposal was adjusted to remove barriers or better promote equality. <input type="checkbox"/></p> <p>Continue the proposal – the impact assessment identified the potential problems or missed opportunities to promote equality. The justification(s) for continuing with it have been clearly set out. (The justification must be included in the impact assessment and must be in line with the duty to have due regard. Compelling reasons will be needed for the most important relevant proposals.) <input type="checkbox"/></p> <p>Stop and remove the proposal – the impact assessment identified actual or potential unlawful discrimination. The proposal was stopped and removed, or changed. <input type="checkbox"/></p>
-----------	---

Completed by:	Lynne Donovan
Date:	25 February 2019
Position:	Head of People Services
Name of Head of Service:	Lynne Donovan