

Equality and Ruralty Impact Assessment Form

When completing this form you will need to provide evidence that you have considered how the ‘protected characteristics’ may be impacted upon by this decision. In line with the General Equality Duty the Council must, in the exercise of its functions, have due regard for the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This form should be completed in conjunction with the guidance document available on the Intranet

Once completed a copy should be emailed to cheryl.sloan@publicagroup.uk to be signed off by an equalities officer before being published.

1. Persons responsible for this assessment:

Names: Carmel Togher	
Date of assessment: 13 th March 2026	Telephone: 01285 623482 Email: carmel.togher@cotswold.gov.uk

2. Name of the policy, service, strategy, procedure or function:

Retention Strategy 2026-2028
Is this a new or existing one? New

3. Briefly describe its aims and objectives

<p>To retain skilled, motivated, and diverse employees by fostering a positive, inclusive, and engaging work environment that supports career development, recognises contributions, and aligns with council values, the council plan priorities and the people and culture strategy. As an ambitious council, we aim to recruit the right people and create a great workplace to retain talent.</p> <p>Actions the council will take include:</p> <ul style="list-style-type: none">• Workforce planning and role clarity.• Review job descriptions and remove unnecessary requirements.• Develop career frameworks and succession planning.

- Maximize ATS (Applicant Tracking System) capabilities.
- Explore AI for recruitment.
- Promote flexible/hybrid working and relocation benefits.
- Continue Disability Confident accreditation.
- Build partnerships with educational institutions.
- Use apprenticeship standards for development roles.
- Network with neighbouring authorities for joint recruitment efforts.

4. Are there any external considerations? (e.g. Legislation/government directives)

The Employment Rights Act 2025 will have an impact in several areas including unfair dismissal rights at 6 months. Additional challenges are local government reorganisation, financial constraints, the cost-of-living crisis and national recruitment difficulties. These challenges have increased demand on our services, placed additional pressure on our workforce, and reduced overall spending power.

5. What evidence has helped to inform this assessment?

Source	✓	If ticked please explain what
Demographic data and other statistics, including census findings	<input type="checkbox"/>	
Recent research findings including studies of deprivation	<input type="checkbox"/>	
Results of recent consultations and surveys	<input checked="" type="checkbox"/>	Staff Survey February 2026
Results of ethnic monitoring data and any equalities data	<input type="checkbox"/>	

Anecdotal information from groups and agencies within Gloucestershire	<input type="checkbox"/>	
Comparisons between similar functions / policies elsewhere	<input checked="" type="checkbox"/>	Reviewed the Recruitment and Retention Strategy 2024-2026 from Lancaster City Council
Analysis of audit reports and reviews	<input type="checkbox"/>	
Other:	<input type="checkbox"/>	

6. Please specify how intend to gather evidence to fill any gaps identified above:

We recognise and acknowledge that our staff are our most important asset, and their commitment, motivation and enthusiasm is key to achieving our council plan priorities, embracing our council values and supporting our people and culture strategy. This strategy has been drafted to ensure we deliver on these aims and priorities.

7. Has any consultation been carried out?

Yes

We have consulted with the Extended Management Team, the Culture Club and the recognised trade unions of GMB and Unison.

If NO please outline any planned activities

8. What level of impact either directly or indirectly will the proposal have upon the general public / staff? (Please quantify where possible)

Level of impact	Response
NO IMPACT – The proposal has no impact upon the general public/staff	<input type="checkbox"/>

LOW – Few members of the general public/staff will be affected by this proposal	<input type="checkbox"/>
MEDIUM – A large group of the general public/staff will be affected by this proposal	<input checked="" type="checkbox"/>
HIGH – The proposal will have an impact upon the whole community/all staff	<input type="checkbox"/>
This strategy will impact the staff who are employed by us and members of the general public who wish to work for us.	

9. Considering the available evidence, what type of impact could this function have on any of the protected characteristics?

Negative – it could disadvantage and therefore potentially not meet the General Equality duty;

Positive – it could benefit and help meet the General Equality duty;

Neutral – neither positive nor negative impact / Not sure

	Potential Negative	Potential Positive	Neutral	Reasons	Options for mitigating adverse impacts
Age – Young People		✓		Our Corporate Plan 2025-28 ‘Building a lasting legacy for the Cotswolds’, ensures our resources are aligned to the priorities in the council plan. A critical element of this work is making sure we have the right people, in the right place, at the right time, with the right skills. Creating an inclusive and diverse culture with equality for all. We want to treat people fairly, value differences and remove barriers to people fully participating in public life.	
Age – Old People		✓		See above	
Disability		✓		See above	
Sex – Male		✓		See above	
Sex – Female		✓		See above	
Race including Gypsy and Travellers		✓		See above	

Religion or Belief		✓		See above	
Sexual Orientation		✓		See above	
Gender Reassignment		✓		See above	
Pregnancy and maternity		✓		See above	
Geographical impacts on one area			✓	See above	
Other Groups		✓		See above	
Rural considerations: ie Access to services; leisure facilities, transport; education; employment; broadband.		✓		See above	

10. Action plan (add additional lines if necessary)

Action(s)	Lead Officer	Resource	Timescale
Review of objectives detailed in Retention Strategy table covering the areas of Plan, Promote, Process, Partnerships, People and Pledge. These areas identified by the Local Government Association in line with best practice on recruitment and retention.	Angela Claridge	LGR People and culture workstream, line managers, recruitment, communications, HR, Learning and Development and Heads of Service	Various deadlines during 2026 and other objectives continuing throughout 2027 and early 2028

11. Is there is anything else that you wish to add?

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Declaration

I/We are satisfied that an equality impact assessment has been carried out on this policy, service, strategy, procedure or function and where an negative impact has been identified actions have been developed to lessen or negate this impact. We understand that the Equality Impact Assessment is required by the District Council and that we take responsibility for the completion and quality of this assessment.

Completed By:	Carmel Togher	Date:	13.03.2026
Line Manager:	Angela Claridge	Date:	30/03/2026
Reviewed by Corporate Equality Officer:	Cheryl Sloan	Date:	25/03/26