

Name of project, policy, function, service or proposal being assessed:	Leisure Management Option Appraisal				
The main objective of (please insert the name of accessed document stated above):	<p>This Equality Impact Assessment supports the Leisure Management Options Report (October 2025) and the associated Cabinet decision on the future management of Gedling Borough Council's leisure services. The appraisal reviewed four management models, In-house Management, Local Authority Trading Company (LATC), External Contractor and Agency Model to determine which best meets the Council's financial, strategic and community objectives.</p> <p>The purpose of this EIA is to ensure that the decision to retain the in-house management model takes full account of the potential equality implications for both employees and service users, and that appropriate actions are identified to maintain and promote equality, inclusion and access across the Borough's leisure services. While the appraisal considered the potential impacts of all models, this EIA focuses primarily on the equality implications of the recommended in-house option, as that is the proposal being taken forward for Cabinet approval.</p>				
<p>What impact will this (please insert the name) have on the following groups? Please note that you should consider both external and internal impact:</p> <ul style="list-style-type: none"> • External (e.g. stakeholders, residents, local businesses etc.) • Internal (staff) 					
Please use only 'Yes' where applicable		Negative	Positive	Neutral	Comments
<u>Gender</u>	External		X		The in-house model ensures continuity of gender-specific programming, including

					women-only swimming and fitness sessions, which are highly valued by local women and girls for cultural and privacy reasons. Continued Council management allows responsive programming based on local feedback and participation data, ensuring equitable opportunities for men and women. Future facility developments, such as Carlton Active, will be designed to provide gender-neutral and private changing areas.
	Internal		X		The leisure workforce has a balanced gender profile, with women represented across managerial, coaching and operational roles. Retaining in-house management maintains fair pay, continued access to flexible working and parental leave policies, and equal progression opportunities.
<u>Gender Reassignment</u>	External		X		Council-managed facilities already accommodate gender diversity through providing options of single-cubicle changing provision and inclusive membership

					policies. In-house control ensures continued sensitivity to customer needs and appropriate staff training on gender identity and confidentiality.
	Internal		X		The Council's Equality Policy ensure a trans-inclusive workplace. Retaining management avoids the risk of inconsistent practice if transferred to a new employer.
<u>Age</u>	External		X		The leisure service provides specific activities for all age groups, including Active Ageing classes, junior swim programmes, and free swim offers for children. The in-house model enables direct oversight to sustain affordable pricing for older adults, families and young people.
	Internal		X		The current workforce includes a mix of older experienced staff and younger members of the team. In-house operation supports continuity of employment, access to training, and career progression through the

					Council's Learning and Development Framework.
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<u>Marriage and civil partnership</u>	External			X	No direct external impact identified. Facilities and membership policies are inclusive of all family structures.
	Internal			X	Employment policies, including leave and benefits, apply equally to married and civil partnership employees.
<u>Disability</u>	External		X		Direct Council management ensures continued delivery of disability-specific programmes, such as inclusive swimming sessions, adapted gym equipment, and partnerships with disability organisations. Access audits inform improvements to entrances, pool hoists and accessible changing.
	Internal		X		Employees with disabilities benefit from Council occupational health support, reasonable adjustments, and access to assistive technology. Retaining services in-house ensures these remain consistent.

<u>Race & Ethnicity</u>	External		X		Retaining in-house management ensures outreach continues in diverse communities such as Carlton and Netherfield, building on the Council's Active Together partnerships. Targeted marketing and events encourage participation from minority ethnic residents
	Internal		X		The Council promotes diversity in recruitment and ensures fair representation across the workforce. The in-house approach maintains access to equal recruitment processes and training in cultural awareness.
<u>Sexual Orientation</u>	External			X	Leisure facilities and programmes remain open and inclusive to LGBTQ+ users. Pride and inclusion campaigns promoted through the Council's marketing channels increase visibility and acceptance.
	Internal			X	HR policies protect staff from discrimination, with established grievance procedures. Retaining the service in-house preserves

					these protections and inclusive culture.
<u>Religion or Belief (or no Belief)</u>	External			X	Programming continues to reflect cultural and religious needs, such as women-only sessions, private swimming times, and awareness of modesty requirements. The in-house model allows flexibility to adjust timetables around community or faith group requests.
	Internal			X	The Council provides reasonable adjustments for prayer or religious observance breaks under HR policy.
<u>Pregnancy & Maternity</u>	External		X		The in-house model allows retention of programmes supporting pregnant and post-natal women, such as aqua-natal and parent-and-baby sessions.
	Internal		X		Family-friendly employment policies, maternity leave and return-to-work provisions remain unchanged.
Other Groups (e.g. any other vulnerable groups, rural isolation, deprived areas, low income staff etc.)	External		X		Council management safeguards concessionary pricing through the <i>Gedling</i> Access Card, Pass for Carers, ensuring affordability for low-income households, carers

Please state the group/s: low-income households, rural communities, carers					and targeted groups. Retains focus on tackling inactivity and inequality through community outreach.
	Internal		X		In-house employment maintains stable pay and terms under NJC conditions, supporting local economic wellbeing.

Is there is any evidence of a high disproportionate adverse or positive impact on any groups?			<p>No disproportionate or adverse impacts have been identified for any protected group. Retaining the in-house management model maintains equality of opportunity for both employees and service users by keeping direct Council control over pricing, programming, workforce policies and concessionary schemes.</p> <p>The appraisal found that alternative delivery models such as a Local Authority Trading Company, external contractor or agency arrangement could in principle maintain equality through contractual requirements but would reduce the Council's ability to monitor and influence access and inclusion.</p> <p>The in-house model therefore represents the option least likely to create inequality and the most effective for sustaining and enhancing positive equality outcomes across Gedling's leisure services.</p>
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Is there an opportunity to mitigate or alleviate any such impacts?			<p>No adverse impacts require mitigation; however, there are clear opportunities to strengthen positive outcomes through proactive measures.</p> <p>These include:</p> <ul style="list-style-type: none"> • Embedding equality and inclusion objectives within the forthcoming Leisure Transformation Programme. • Continuing quarterly equality and participation monitoring across all facilities. • Delivering annual equality, diversity and disability-awareness training for leisure employees. • Maintaining engagement with disability, youth, faith and older-person forums to inform programming and facility design. • Incorporating findings from accessibility audits and consultation into the Carlton Active programme and wider facility improvements. • Together, these mitigations ensure equality considerations remain central to both day-to-day operations and future transformation activity.
Are there any gaps in information available (e.g. evidence) so that a complete assessment of different impacts is not possible?			<p>No significant information gaps have been identified.</p> <p>Further, project-specific EIA will be undertaken at key transformation stages such as Carlton Active and the Redhill/Calverton rationalisation to ensure that emerging design or service changes continue to reflect the needs of protected groups and communities.</p>
In response to the information provided above please provide a set of proposed action including any consultation that is going to be carried out:			
Planned Actions	Timeframe	Success Measure	Responsible Officer
Regular monitoring of gender participation and	Ongoing	Reports to Programme Board.	Leisure and Wellbeing Transformation Programme

workforce representation will continue. Future facility developments, such as Carlton Active, will be designed to provide gender-neutral and private changing areas.			
Training for front-line leisure staff will continue to include awareness of gender identity and inclusive service delivery. Facility refurbishment plans will consider private changing areas	Ongoing	100% completed Training. Carlton Active designs to include inclusive changing.	Leisure Service Managers Leisure and Wellbeing Transformation Programme Manager.
Maintain youth employment opportunities. Continue targeted programmes for older adults and monitor participation data by age group to identify underrepresentation.	Ongoing	Stakeholder feedback used to inform design and programming.	Leisure Transformation Team
Maintain engagement with disability groups and use audit findings to inform design at Carlton Active. Continue disability awareness training for all leisure staff.	Ongoing	Audit recommendations implemented.	Leisure Management Team
Continue cultural competence and anti-racism training.	Ongoing	100% completed Training.	Leisure Management Team
Continue participation in local equality networks and maintain staff training on LGBTQ+ inclusion.	Ongoing	100% completed Training.	Leisure Management Team

Continue to track concessionary use and target communications to areas of low participation.	Ongoing	Monthly reports to Leisure Portfolio holder	Assistant Director of Communities, Leisure and Wellbeing
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Authorisation and Review

Completing Officer	Tom Fletcher
Authorising Head of Service/Director	Lance Juby
Date	16th October 2025
Review date (if applicable)	