

Everyone different, everyone matters



Equality & Community Cohesion Impact Assessment (EIA)

Directorate: Chief Executive's	Lead Officer: Jill Bardsley
Service Area: Human Resources	Date completed: July 2023
Service / Policy / Function or Procedure to be assessed: Workforce Strategy and Delivery Plan	
Is this: New	1st Review date completed: Next review date:

Part A - Initial Assessment to determine relevance if a full Impact Assessment is required

What are the aims and objectives/purpose of this service, policy, function or procedure to be assessed?

The Workforce Strategy is designed to reflect a flexible and iterative approach that responds to the growth and development needs of our people now and in the future, in the context of delivering our purpose through current and future programmes of work.

The Delivery Plan, which underpins the Workforce Strategy, has a prioritised programme of actions to meet challenges around workforce planning, recruitment and retention, review of pay and benefits/reward and employee engagement, equity and improve employee relations. The six themes of the Delivery Plan are:

- Culture, Values and the Council Deal
- Work & Performance Improvement
- Talent, Learning & Development
- Reward & Recognition
- Leadership
- Equity

The Workforce Strategy and Delivery Plan will support the Council to be fully prepared for the next 5-10 years to ensure our workforce is able to deliver the Council's Vision and priorities. We need to build leadership and management capacity supported by a flexible, agile, and motivated workforce that is able to respond quickly to the changing nature of public sector, local Place based challenges and staffing shortages in certain professions.

We want to retain our talent with the borough by ensuring the Council has fabulous opportunities for growth and development, harnessing the talent of our population. One of the recommendations of the Buying Our Care report March 2023 was that the Council's revised Workforce Strategy should address the need for the Council's workforce to be more diverse and representative of the communities it serves.

Please indicate its relevance to equality by selecting yes or no

	Yes	No
Eliminating unlawful discrimination, victimisation and harassment	√	
Advancing equality of opportunity	√	
Fostering good community relations	√	

If not relevant and this is agreed by your Head of Service, the Impact Assessment is now complete - please send a copy to your Directorate Equality Champion & to the Cohesion and Equality Team. **If relevant**, a full Impact Assessment needs to be undertaken (PART B below).

PART B: Full Impact Assessment

Step 1 – Identifying outcomes and delivery mechanisms (in relation to what you are assessing)

What outcomes are sought and for whom?	<p>There are clear business benefits of having a diverse and equitable workforce. This strengthens our support for communities, helps our workforce to understand our communities (70% of our workforce are also residents of the borough) and helps our communities access our services.</p> <p>The Workforce Strategy and Delivery Plan gives us a clear framework to support and advance the equality agenda and progress actions to address disparities. The Strategy also enables us to embed equity into our core curriculum, 'Our people will be able to bring their whole self to work, because their voice is as important as anyone's'.</p>
Are there any associated policies, functions, services or procedures?	Existing HR Employment Policies Equality and Diversity Statement Recruitment & Selection Policy Learning & Development Policy
How will this service be delivered? (e.g. direct service delivery, commissioned/outsourced etc)	Direct application of the procedure throughout the Council.
If partners (including external partners) are involved in delivering the service, who are they?	Staff Networks Employee Reference Group

Step 2 – What does the information you have collected, or that you have available, tell you?

What evidence/data already exists about the service and its users? (in terms of its impact on the 'equality strands', i.e. age, disability, gender identity, race, religion or belief, sex, sexual orientation, maternity/pregnancy, marriage/civil partnership and other socially excluded communities or groups) and **what does the data tell you?** e.g. are there any significant gaps?

Workforce Profile Sex As of 31 March 2022, the profile of Calderdale Council consists of 2,627 employees of whom 857 (32.62%) are male and 1,770 (67.38%) are female. The Workforce at Calderdale Council has decreased by 67 people from the previous year (2,694) - both male and female employees have decreased by 35 and 32 respectively. The percentage ratio between male and female employees has widened from 33.11% and 66.89% (2021) to 32.62% and 67.38% (2022). The ratios of part-time males to females between 2021/22 still remains static, of those who work part time, 21% are male and 79% are female, however, the ratio between male employees to female employees in full-time roles has changed from 42% (20/21) to 40% (21/22) male employees and 58% (20/21) to 60% (21/22) female employees working full time hours. We have more females holding part-time roles than males. There could be a number of reasons attributing to this including an element of choice and flexibility in how people prefer to work. We

recognise that there may be a higher ratio of females employed in caring roles across Calderdale and this may in part account for the higher figure.

The gender pay gap for Calderdale continues to reduce and has decreased from 2.2% in 2020 to 1.5 % in 2021.

Disability

To ensure equality of opportunity in employment, it is important that we meet the needs of people with physical, mental, sensory or learning disabilities when designing work environments and delivering our services.

4.34% (114 people) of our workforce in 2021/22 have chosen either not to state or have not provided information on whether they have a disability or not. The declaration rate in 2021/22 was 97.11% (159 people).

In 2022, 139 (5.29%) of our workforce told us they have a disability. From the number of individuals declaring they have a disability, 56 are male and 83 are female. From the 139 staff of who have declared a disability, 90 are in full-time posts and 49 are in part-time posts.

Age

We have an experienced but aging workforce with the majority of our workforce in the 45-64 age bands. This year, the biggest reductions have been in the 16-24, 45-54 and 55-64 age bands with 15, 14 and 29 employees respectively moving out of these bands.

There has been a reduction in the number of employees in the older age band 65-70 from 96 (2021) to 84 (2022) but the 70+ age band remains static at 19 (2022). Like many other organisations, Calderdale Council has an aging workforce and this brings challenges ahead that we need to consider. The majority of apprentices are within the age bands 16-24 and 25-34, and the number of Apprentices has increased from 16 (2021) to 25 (2022); Apprenticeships are open to all ages 16+.

Ethnicity

The percentage of the workforce at Calderdale Council representing total ethnic minorities has risen by 6 people from 9.84% (2021) to 10.32% (2022). It is important that Calderdale Council's workforce represents the community it serves from both a moral and business perspective; diversity brings clear dividends to a workforce. Our data tells us that although we have made progress we continue to strive to improve. We have identified addressing this under-representation as one of our six Equality Objectives.

The number of employees from Mixed backgrounds has increased from 1.41% (2021) to 1.52% (2022); the number of Asian staff has increased from 6.61% (2021) to 6.97% (2022) however, the number of Black staff has decreased by 2 people from 1.45% (2021) to 1.41% (2022).

Of the 25 apprentices employed, 20 are White British background, 3 are Asian background, 1 is Black background and 1 is Mixed background.

The ethnicity declaration rate has increased slightly again from 98.03% (2021) to 98.13% (2022); and this in part alongside recruitment, may account for the increased representation. We continue to communicate the benefits of sensitive data monitoring to our workforce and one of the ways that we do this is through regular information messages and promotion of our Dignity at Work Policy.

Religion or Belief

The richness and diversity in Calderdale includes a wide range of religions or beliefs, including people who do not have a religion. Religious beliefs include Christian, Muslim, Buddhist, Hindu, Sikh and Jewish.

The declaration rate of religion or belief continues to grow. In comparison to 2021, this has increased from 81.55% to 83.71%.

The four dominant categories for religion and belief are: Christian 35.17%, 'no religion' 30.30%, 'other' 7.35% and Muslim 5.48%.

Sexual Orientation

84.01% of Calderdale Council employees have completed the optional monitoring question regarding their sexual orientation; this has increased from 81.81% in 2021.

Of those employees that have provided a specific response, 1,978 (75.30%) identify themselves as Heterosexual, 40 (1.52%) as Gay Woman or Lesbian, 18 (0.69%) as Gay Man, 31 (1.18%) as Bisexual, 420 (15.99%) Not Provided, 134 (5.10%) Rather not State and 6 (0.23%) Other.

Has there been any consultation with, or input from, service users, staff or other stakeholders? If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please list which specific groups or communities you are going to consult with and when.

The Workforce Strategy and Delivery Plan has been developed with external support and will ensure the Council is fully prepared for the next 5-10 years to ensure our workforce is able to deliver the Council's Vision and priorities.

The development of the Workforce Strategy was carried out in conjunction with and following consultation with a range of stakeholders throughout the Council; the Staff Networks will be further involved in the implementation of the Strategy. The Race Equality (formally BAME) Steering Group have played a significant role in identifying disparities and areas of focus for the Council and work collaboratively with HR/OD to progress actions.

Following Cabinet in August 2023, the Workforce Strategy and Delivery Plan is planned to go to Governance and Business Committee in September 2023 and also the Calderdale Council People Board.

Are there any complaints, compliments, satisfaction surveys or customer feedback that could help inform this assessment? If yes, what do these tell you?

The Workforce Strategy and Delivery Plan will be monitored by the Transformation Board and the Calderdale Council People Board.

Step 3 – Identifying the impact

- a. **Is there any impact on individuals or groups in the community?** (think about age, disability, gender identity, race, religion or belief, sex, sexual orientation, maternity/pregnancy, marriage/civil partnership and other socially excluded communities or groups)

Barriers:

What are the potential or known barriers/impacts for the different ‘equality strands’ set out below? Consider:

- **Where** you provide your service, e.g. the facilities/premises;
- **Who** provides it, e.g. are staff trained and representative of the local population/users?
- **How** it is provided, e.g. do people come to you or do you go to them? Do any rules or requirements prevent certain people accessing the service?
- **When** it is provided, e.g. opening hours?
- **What** is provided, e.g. does the service meet everyone’s needs? How do you know?

*Some barriers are justified, e.g. for health or safety reasons, or might actually be designed to promote equality, e.g. single sex swimming/exercise sessions, or cannot be removed without excessive cost. If you believe any of the barriers identified to be justified then please indicate which they are and why.

Solutions:

What can be done to minimise or remove these barriers to make sure everyone has equal access to the service? Consider:

- Other arrangements that can be made to ensure people’s diverse needs are met;
- How your actions might help to promote good relations between communities;
- How you might prevent any unintentional future discrimination.

	Barriers/Impacts identified	Solutions (ways in which you could mitigate the impact)
Age (including children, young people and older people) Disability (including carers) Race (including Gypsies & Travellers and Asylum Seekers) Religion or belief (including people of no religion or belief) Gender Re-assignment (those	<p>Adopting the Workforce Strategy and Delivery Plan supports one of the 3 corporate priorities on tackling inequality and sends out a clear message to the organisation and to the Borough about the importance of this.</p> <p>To not adopt the Workforce Strategy would not be in line with the Corporate ambition and vision and there would be risks in non-adoption ie this would mean we are unable to meet and deliver on the Council’s priorities.</p>	<p>The Workforce Strategy sets out our aspirations for our workforce over the next five to ten years to deliver the Council’s priorities. It recognises that whilst we need to take some actions in the short term, the workforce challenges we face can only be addressed by medium and long term vision with clear strategic intent.</p>

<p>that are going through transition: male to female or female to male)</p> <p>Pregnancy and Maternity</p> <p>Sex (either male or female and including impact on men and women)</p> <p>Sexual orientation (including gay, lesbian, bisexual and heterosexual)</p>		
--	--	--

b. Is there/will there be any impact on staff?

Employee Characteristic	Barriers/Impacts identified	Solutions (ways in which you could mitigate the impact)
Age	There should be no negative impact on staff. Adopting and implementing the Workforce Strategy and Delivery Plan will focus the Council on six key themes, one of which is equity, designed to challenge inequality in the workplace, improving life for staff and therefore the services they provide to the community.	From the Buying Our Care report March 2023 one of the recommendations was that the Council's revised Workforce Strategy should address the need for the Council's workforce to be more diverse and representative of the communities it serves. CMBC will market their services using existing workforce to talk about their own experience of working in the public sector, sharing their stories and promoting the great opportunities available to develop their career and also to talk about the flexible modern facilities that the workforce enjoy.
Disability		
Gender reassignment		
Pregnancy & maternity		
Marriage and Civil Partnership		
Race	CMBC continue to have 'difficult to fill' posts, eg Social Workers, Solicitors, Occupational Therapists and more recently Social Care jobs have become hard to recruit to. There are also notable increases in other jobs that have traditionally not been a problem recruiting to where the salary levels within the Council are lower than other neighbouring authorities.	CMBC are working in collaboration with other providers to work and support each other to grow their own talent and create clear pathways to retain staff who are ambitious and want to grow.
Religion or belief		
Sex		
Sexual Orientation		

		<p>Specific targeted resources/approaches, eg care leavers, will improve outcomes for care leavers through provision of tailored and targeted employment opportunities and work experience, additional support including mentoring, career coaching, practical skills in applying for roles.</p> <p>A fully funded and structured graduate and apprenticeship programme is being established that reflects specialist and generic career paths built on strong relationships with education.</p>
--	--	--

Step 4 – Changes or mitigating actions proposed or adopted

Having undertaken the assessment are there any changes necessary to the existing service, policy, function or procedure? What changes or mitigating actions are proposed?

The Workforce Strategy sets out aspirations for our workforce so to ensure a level of commitment and accountability the 6 x themes of the Delivery Plan will be led by a CLT Lead together with HR&OD lead officers.

The Anti-Racism Charter pledges that within the first 12 months of adoption, Calderdale Council as an organisation has implemented a clear and visible race equality policy, a programme of anti-racism initiatives and actions across the organisation.

Step 5 – Monitoring

How are you going to monitor the existing service, policy, function or procedure?

The Workforce Strategy and Delivery Plan will be monitored by KPIs, 'measures of success' and against Service Business Plans.

Part C - Action Plan

Barrier/s or improvement/s identified	Action Required	Lead Officer	Timescale
The Workforce Strategy and Delivery Plan needs to be	By 2024 - To have put in place all the foundations necessary to start the	1. Culture, Values & the Council Deal – CLT Lead	By 2024

communicated to and accessible to all employees to enable an environment to be created where the Council can maximise the potential of its people to make change happen for the better.	<p>journey.</p> <p>By 2027 - We want to be well on the way to the objective, with quantifiable progress in the measures that underpin the framework (Delivery Plan)</p> <p>By 2030 - We want to be recognised by our people, our peers and our community as being one of the best places to work in Yorkshire.</p>	<p>Robin Tuddenham</p> <p>2. Work & Performance Improvement – CLT Lead – Shelagh O'Neill</p> <p>3. Talent, Learning & Development – CLT Lead – TBC</p> <p>4. Reward & Recognition – CLT Lead – Isabel Brittain/Becky McIntyre</p> <p>5. Leadership – CLT Lead – Julie Jenkins</p> <p>6. Equity – CLT Lead – Ian Day</p>	<p>By 2027</p> <p>By 2030</p>
---	--	--	-------------------------------

EIA approved by:

Relevant Head of Service:	Date:
---------------------------	-------

Please send an electronic copy of the EIA to the Cohesion and Equality Team:

Shameem.Suleman@calderdale.gov.uk

EIA Register Reference:	
-------------------------	--