

Everyone different, everyone matters



Equality & Community Cohesion Impact Assessment (EIA)

Directorate: Regeneration and Strategy	Lead Officer: Fiona Thurlbeck
Service Area: Business and Skills / ISCAL	Date completed: 3.3.22
Service / Policy / Function or Procedure to be assessed: Review of ISCAL	
Is this: New / Proposed <input checked="" type="checkbox"/> Existing/Review <input type="checkbox"/> Changing <input type="checkbox"/> (Please tick appropriate box)	Review date: Ongoing throughout Option Appraisals

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

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

Industrial Services Calderdale (ISCAL) is a Council run manufacturing service with the aim to give six months meaningful training and job opportunities to people with learning, mental and physical disabilities. It does this by providing a working, manufacturing environment, in conjunction with basic skills training, as a stepping- stone to permanent employment.

The manufacturing service produces a range of paper products including napkins, tissue coasters, teapot holders, hot plate holders, tray liners and bespoke items to the leisure, airline & hospitality industry and some of the world's leading brands. The service has the flexibility to design work for small scale events, such as weddings and significant celebrations as well as for large scale requirements such as airlines.

The Council has a clear priority to reduce inequalities and through the ISCAL service is directly influencing how a service can help the most vulnerable access training and employment.

When taking account of the service and premises costs, the Council's ISCAL operations represented an annual cost of circa £300k in 2019/20. Efficiency activity has been implemented over the past 18 months and a new pricing structure has been agreed to cover the full costs of the premises and staffing. The Covid-19 pandemic has had a massive impact as the business was closed from 25 March 2020 to 19 July 2021, and the hospitality industry it services has been forced to close until very recently and is operating for the foreseeable future with a significantly reduced demand.

A proposal to diversity product production to broaden the skills offer and embed employability support within a wider system of services for vulnerable people, that is the subject of Cabinet consideration in March 2022.

In the meantime, the service has been investigating the potential of the following four options (which form the basis of this EIA) to take the service forward:

- Option 1: Re-open ISCAL but with a changed offer and charges for placements.
- Option 2: ISCAL with a new governance and social enterprise status.
- Option 3: order book sold.
- Option 4: to close.

Please indicate its relevance to equality by selecting yes or no

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

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>Equality and access to employment opportunities for disabled and other disadvantaged groups of working age to aid them in reaching their full potential.</p> <p>Offering access to volunteering/work experience opportunities for people who are furthest from employment.</p> <p>Continuation of investment in an inclusive, modern and high-quality workplace in the heart of the local community, offering employability choices and skills assessment.</p>
Are there any associated policies, functions, services or procedures?	<p>HR Policies and Practices</p> <p>Equality and Diversity Policy Statement</p> <p>Health and Safety at Work Act 1974 and associated Regulations and Policies</p> <p>Learning & Access Strategy</p> <p>Commercial Regulations, Process and systems</p> <p>Code of Conduct</p>

	Customer Journey
How will this service be delivered? (e.g. direct service delivery, commissioned/outsourced etc)	<u>Option 1</u> - Direct service delivery supplemented by specialist practitioners when required <u>Option 2 and 3</u> – External delivery model
If partners (including external partners) are involved in delivering the service, who are they?	<u>Option1</u> – Close working to gain referrals to the service come from a wide range of organisations, listed below are some of the key ones including: Halifax Opportunities Trust, HIMMAT, Halifax Central Neighbourhood Team, Pathways Team and Interpreting Services, Project Search, Project Challenge, Job-Centre Plus, Calderdale College, Calderdale Adult Learning, Calderdale Council Adults Services, C&K Careers, Newground, Together Housing, Healthy Mind, St. Augustine's Centre, DWP and British Association for Supported Employment (BASE) the latter in relation to looking at good practice models.

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?

ISCAL BUSINESS FACTS:

- 200 volunteers a year are trained or supported
- Referrals come from range of organisations as well as self-referrals
- Support is flexible and can range from 2hrs per week up to 16hrs for a maximum of 26 weeks
- Nine machines produce over 1.3 million coasters a week.
- 45% of the products are exported.

Contact is maintained with beneficiaries for 18 months after leaving ISCAL. There is a 75% success rate of people still in employment 18 months later – the nature of occupations they move into ranges from manufacturing, tree surgeon, cleaner, graphic designer, care worker,

administration, logistic co-ordinator and teaching assistant.

In 2018 the CHANGE Internship programme was launched, funded through the Business Rate Pool for 3 years. It was recognised that jobseekers with disabilities and long-term health conditions faced significant barriers when it came to looking for work and sustaining it. This programme is directed and promoted for people living in the Park Ward / Warley area of Halifax, recognised disadvantaged area of Halifax as evidenced by the Neighbourhood Ward Profiles (<https://dataworks.calderdale.gov.uk/topic/population> <https://opendata.calderdale.gov.uk/extensions/loD-home/loD-home.html>). Shortly before the programme was launched ISCAL had moved into premises in the Park ward/Warley area of Halifax and so it found itself very well placed to 'Act as a catalyst for change', enabling people to feel confident to access services and gain valuable employment experience/ opportunities. The service aims to reduce worklessness, especially in an area of high deprivation. 2020 saw diversity and discrimination rise to the top of the public agenda. Diversity and inclusion is important to providing business ethically.

Bespoke employability training is carried out over 10 weeks, followed by 6 months paid internship for 16 hours a week, within different Council departments. Managers meet with volunteers and staff weekly or monthly on a 1:1 basis, reflecting on training plans to identify and support areas requiring development. In the first year, out of 10 interns, 8 gained employment. The programme is now in its 2nd year with 10 interns having moved into employment, 3 into education, 2 setting up their own business, 1 commenced an internship and 4 Job-searching. Covid-19 has halted the next cohort.

Approved funding streams to support further programme activity include:

- Inspire Programme 2021/23
- CHANGE Internship 21/22 – Access to work' activity

According to the Census (2011)

The number of households in the district rose by 9.5% to 88,600. This was a larger rise than that for England and Wales (7.9%) and West Yorkshire (8.0%). 26.3% of households had one person in the household with a long term problem or disability, 4.5% of which have dependent children.

Calderdale All Age Disability Strategy

About 10% of the Calderdale population are carers - approximately 20,000 people

The government's goal is to see 1 million more disabled people in work between 2017 – 2027 and its commitment to reduce the gap between the employment rates of disabled people and non- disabled people. Disabled people have an employment rate of 28.8% less than non-disabled referred to the disability employment gap as of April 2021.

Government figures – potential future workforce

- Around 2,700 (7.3%) of school pupils in Calderdale are identified as having specific, moderate, severe, profound or multiple learning difficulties. This is significantly higher than Yorkshire and the Humber (5.0%), and England (5.0%) averages.
- 6,225 children are identified as having some form of disability or additional need, including SEN support in school, Statements of SEN and Education, Health and Care (EHC) plans. (Calderdale Council Equality Progress Report 2019)

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.

Leeds Beckett University carried out a social value impact assessment of the work that ISCAL does with the objective to calculate what it means for ISCAL and how ISCAL benefits the community and the wider goals of the local authority. This work has identified the total social value was estimated at £1,324,000 for a total of 153 beneficiaries. This represents an average of £8,656 social and economic value per beneficiary. Considering the financial input from Council in 2019 is @ £212,000, the SROI ratio is $1,324,000 / 212,000 = 6.2$. This figure means every pound the Council has spent on ISCAL, the impact created has magnified it by 6.2 times and contributed both socially and economically.

Part of the work Leeds Beckett University completed was a survey of four groups that interact with ISCAL: participants, referral agencies, employers & council managers. The participants' survey results showed that they benefited from being at ISCAL, some of the responses are:

- 'The support given is great they really go the extra mile to help you. The most supportive employer I've ever worked with.'
- 'It helped me become a better worker and developed me as a person with good people skills, who is able to interact better with other people.'
- 'They help me get back into work and get my confidence back.'
- Very good and friendly company, learnt a lot of new skills. supportive management who are always there to help.'
- It's given me skills didn't have before, I also have made lots of new friends.
- Full time job, confidence, independence, feels like a family.
- As I gained confidence at ISCAL it led to me being able to keep employment as I was more confident in what I'm doing.
- It has given me the confidence to concentrate on my personal development.
- My experience since meeting my support worker has changed my life.
- My confidence and motivation has been greatly improved.
- Got full time job built up my confidence.
- It improved my chances of gaining employment improved my quality of living and helped me get my life back on track.
- Gave me back my confidence regards entering the workplace. Something to put on my cv, that proves to people who might be interviewing me for a job, that I have actually been out in the workplace updating my employment skills, and keeping that part of work

which means turning up for a job on time, etc is still being practiced by me. i.e sometimes I go for interviews, and get asked would turning up for a job at 9 am be a struggle, turning up at 8 when I did my voluntary work placement proves it would not be.

- Completely changed my life at a time when I had hit "rock bottom".
- Positively, it gave me workplace confidence.
- Enjoyable confidence boost and massive feeling of self worth.

With regards to referral agencies ISCAL works with such as Job Centre Plus which has seen a benefit of referring job seekers in terms of the employability training provided, skills gained, confidence issues and other barriers into employment tackled. Because of the support ISCAL provides to the job seekers that have come to volunteer or take up a 6 month paid placement Job Centre Plus continue to refer individuals, although currently no funding is given for this support which affects the sustainability of the service offer for the future.

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

What people have said about ISCAL:

"ISCAL has given me fresh hope, when I thought I couldn't work after my accident. I enjoy working at ISCAL immensely. There is a feelgood factor that exists here."

"ISCAL has given me the chance to learn new skills and build my confidence and has supported me gaining paid employment."

"I found the support very useful when going to ISCAL gaining much needed work experience and knowledge in different areas, such as admin & production which I found beneficial when looking for work. With ISCAL being part of the Council this allowed me the opportunity to earn an internship in their Marketing Department, allowing me to continue my interest in the field of Graphic Design guiding me further afterwards to gain a Junior Designer role in Leeds"

"I work with a wide range of women with issues around emotional wellbeing, accessing services, health, work and training. 5 ladies moved into employment as seamstresses. They have been supported with their confidence, initially getting them there, helping them to maintain work and staying in touch with them. ISCAL is excellent to work with. Particularly with BAME women and employment."

Overall ISCAL provides an environment where people can build up their skills, and address confidence issues, whether this is overcoming anxiety issues or having self-belief that they can work and have a worth. This has been identified from surveys carried out with past and present employees/ volunteers.

ISCAL has a review process where a weekly review is shared with every individual that is volunteering or in paid placement where they can offer any feedback, discuss anything they would like further support on, and support workers can praise all the successes that have been seen through out that week's work. At the end of the time at ISCAL an exit meeting provides the opportunity to find out what service users have enjoyed the most which should be continued, and also any areas where the service can improve, so support is always developing for the best benefits of the new service users.

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 minimize or remove these barriers to make sure everyone has equal access to the service or to reduce adverse impact? 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)	<p>ISCAL offers volunteering opportunities to 16-plus and work experience placements for schools with identified parameters*, change in the delivery model may have an impact on younger people. Closure is likely to have a negative impact as this may limit volunteering and employment opportunities.</p> <p>* External funding and health & safety requirements may limit younger and older people from accessing certain work and volunteering opportunities i.e. in relation to operating machinery and manual handling</p> <p>ISCAL offers opportunity to those that are 16 + and has no age restriction as long as the individual is medically able to carry out the work we would require, if we can't find an alternative task or role.</p> <p>More often than not an initial meeting will take place at ISCAL itself, the odd occasion these meetings have been at an environment that is more comfortable for the individual.</p>	
Disability (including carers)	<p><u>Option 1 and 2</u> - diversification and moving to a different business status could have a potential positive impact on disabled people as it could lead to additional income generation opportunities and therefore strengthen the financial footing of the business to continue to support others.</p> <p><u>Option 3 and 4</u> – Due to the nature of the service (employment support to those with disabilities or barriers to work) change in the delivery model or closure may have a differential/negative impact on those with a disability. Closure would mean that some disabled people may not be able to access</p>	

	volunteering and employment opportunities to support them into work.	
Race (including Gypsies, Travellers and Asylum Seekers)	The CHANGE Internship is directed and promoted for people living in the Park Ward/Warley area of Halifax, areas which have higher levels of Black, Asian and Minority Ethnic Residents. There is likely to be a potential impact on eligible individuals should the service change or close. Diversity and Inclusion contribute to a Company's Social Licence to operate.	
Religion or Belief (including people of no religion or belief)	<p>The CHANGE Internship is directed and promoted for people living in the Park Ward / Warley area of Halifax, areas which have higher levels of Black, Asian and Minority Ethnic residents. Many of them sharing a Muslim faith. There may be a potential impact on eligible individuals who are Muslim should the service change or close.</p> <p><u>Option 3</u> – In relation to Park ward/ Warley area there may be a potential negative impact on individuals who are Muslim if cultural and religious considerations are not taken into account should the delivery model change.</p>	<u>Option 1</u> - Ensure cultural/religious considerations are taken into consideration where changes to service delivery are planned.
Gender Re-assignment (those that are going through transition: male to female or female to male)	No differential impact identified at this time	
Pregnancy and Maternity	No differential impact identified at this time	

Sex (either male or female and including impact on men and women)	Men are overrepresented in the profile of those supported and may be differentially impacted if the delivery model changes or closes.	
Sexual orientation (including gay, lesbian, bisexual and heterosexual)	No differential impact identified at this time	

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

(think about the diversity of the workforce delivering the service and relevant training and development needs)

Employee Characteristic	Barriers/Impacts identified	Solutions (ways in which you could mitigate the impact)
Age	ISCAL's workforce comprises 12 core staff with an average age 40+, all will be affected if the service closes as per <u>Option 4</u> .	
Disability	<p>8 team members are classed as disabled with 6 having underlying health issues.</p> <p>It may take time for some workers to adjust to changes to service delivery due to health presentations or nature of their disability, some may be adversely affected if the service closes.</p> <p>The temporary closure of ISCAL in response to the impact of Covid-19 has had a detrimental impact on workers who thrive on repetition and who value the importance of the social and emotional benefits that work brings. Throughout the period of closure, four senior team members touched base with colleagues on a daily basis, offering regular activities to ensure that work ethos is maintained, and people feel they have a purpose. The question that they continued to raise was 'When are we</p>	Ensure current reasonable adjustment are reviewed, additional support needs considered and support and training plans updated where changes are planned.

	back at work?' Based on this feedback permanent closure (<u>Option 4</u>) is likely to have a substantial impact on workers.	
Gender reassignment	No differential impact identified at this time.	
Pregnancy & Maternity	No differential impact identified.	Ensure that regular contact is maintained with those on maternity leave and individuals are kept informed of any proposed changes and employment opportunities.
Marriage and Civil Partnership	No differential impact identified at this time.	
Race	Four BAME staff make up 27% of the team profile, this is far higher than the BAME working age population of 8%. A change in the service delivery model or closure will have a differential impact on BAME staff.	Heightened levels of empathy and understanding that have been built make interactions more effective. Diversity and inclusion is an opportunity for long term change.
Religion or Belief	No differential impact identified at this time.	
Sex	No differential impact identified.	
Sexual Orientation	No differential impact identified at this time.	

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?

Ensure consultation takes place with staff and those affected once a proposal has been agreed.

Step 5 – Monitoring

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

Option1 - Programmes are subject to constant evaluation and refining/redeveloping, in consultation with users. Informal learning will be monitored.

All Options - Feedback from consultation with staff, community and stakeholder groups.


Part C - Action Plan

Barrier/s or improvement/s identified	Action Required	Lead Officer	Timescale
<u>Option 1</u> – Reopen with a changed offer - Diversifying the product/ service offered would impact the staff and may struggle with new process.	Would need training, upskilling, support, would then allow them to train volunteers or other that may come on paid placements etc. Ensure any reasonable adjustments are made due to be people's disability.	ISCAL Managers	Ongoing throughout option appraisal and continuing if option 1 agreed

<p><u>Option 2</u> – Social Enterprise, staff may be unable or unwilling to relocate to any alternative site.</p> <p>However, funding maybe available due to the status of the business being a CIC, giving more staff training abilities.</p>	<p>Where staff are unable or unwilling to relocate to alternative sites or different roles, management would need to work with staff to seek individual solutions.</p> <p>It may take some staff longer to adjust to the new model/ way of working so adjustments, training and support will be required.</p>	Service Manager	Once appraisal has been carried out and an option has been approved.
<p><u>Option 3</u> – Selling entity, the new owners may not want to keep current staff or only some staff, meaning people will have to look for a new job which could lead to long term unemployment.</p>	<p>For those staff that are unable to continue with the new owners pre-employment tasks will need to be undertaken to help with the following CV writing, job searching, interview practice, support at interviews as well as travelling to interviews. Support with applying for benefits, application forms.</p>	Client Support Officer	Once appraisal has been carried out and an option has been approved.
<p><u>Option 4</u> – Closure, Some of the staff's barriers may prohibit them from gaining work elsewhere which could lead to long term unemployment.</p>	<p>Pre-employment tasks will need to be undertaken to assist with CV writing, job searching, interview practice, support at interviews as well as travelling to interviews. Support with applying for benefits, application forms.</p>	Client Support Officer	Once appraisal has been carried out and an option has been approved.
<p>Diversification or change in service delivery may not be culturally or religiously sensitive</p>	<p>Ensure cultural/religious considerations are taken into consideration where changes to service delivery are planned.</p>	Service Manager	Ongoing throughout option appraisal and continuing if option 1 agreed
<p>Some staff/workers may find diversification or change in service delivery hard to cope with and some may have additional needs that need to be supported</p>	<p>Ensure current reasonable adjustment are reviewed, additional support needs considered, and support and training plans updated where changes are planned.</p>	Service Manager	Ongoing throughout option appraisal and continuing if option 1 agreed
<p>Pregnant staff or those on maternity leave may not be aware of changes taking place or employment</p>	<p>Ensure that regular contact is maintained with pregnant staff and those on maternity leave, ensure they are kept</p>	Service Manager	Ongoing throughout option appraisal and continuing if option 1 agreed

opportunities that might become available	informed of proposed changes and employment opportunities		
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EIA approved by:

Relevant Head of Service: 	Date: 16 March 2022
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Please send an electronic copy of the EIA to the Cohesion and Equality Team and unless the EIA contains sensitive or confidential information ensure the document is uploaded to the EIA Register on the Intranet.

A brief summary of the EIA will be placed on the Council's website.

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