Chesterfield Borough Council

Equality Impact Assessment - Full Assessment Form

Service Area: **Personnel & Financial Services (arvato Public Sector Services)**
Section: **Human Resources**
Lead Officer: **Kate Harley**

Title of the policy, project, service, function or strategy the preliminary EIA is being produced for:
Workforce Strategy 2015-2019

Is the policy, project, service, function or strategy:

Existing ☐
Changed ☒
New/Proposed

STEP 1 – MAKE SURE YOU HAVE CLEAR AIMS AND OBJECTIVES

What is the aim of the policy, project, service, function or strategy?

> The aim of the Workforce Strategy is to set out key actions for the workforce in its broadest terms for the period 2015-19 and to provide a framework to ensure our people management practices are aligned to the delivery of our corporate aims. Through implementation of the action plan, we will be able to ensure that our workforce is reflective of the community across all levels, and that all of our employees have equitable access to training and development opportunities. The action plan will also enable us to continue to offer apprenticeship and trainee opportunities for members of the community.
>
> **This EIA measures the impact of the overarching values within the Workforce Strategy.**

Who is the policy, project, service, function or strategy going to benefit and how?

The strategy is going to benefit the Council by having a diverse, committed, motivated and highly skilled workforce to meet its plans for delivering high quality services and will benefit employees by providing a framework for them to develop the skills and abilities to help meet the Council's objectives in addition to contributing to their own personal development. Some areas of the action plan are expected to have a positive impact on particular groups, for example, targeted recruitment to create a workforce that is reflective of the community, and these impacts will be assessed in individual EIAs for each action within the plan.

What outcomes do you want to achieve?

A workforce which is reflective of our community, that not only has the skills and abilities to deliver the services to the standards required but are also motivated and committed to working for the Council.

Through the action plan, we will create opportunities that address the lack of diversity at senior levels in the Council.

What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

Barriers / factors which may impact on the delivery of our desired outcomes include:

- Availability of resources to support actions such as targeted advertising / recruitment and provision of training.
- Increasing diversity at senior levels is not likely to be fully achieved in the short term because this will require a change in culture to some extent, and because time and development opportunities need to be invested in employees from underrepresented groups.
- Succession planning to ensure a sustainable workforce is also a long term activity.
- The Council has traditionally found it difficult to attract and recruit employees with a minority ethnicity.

STEP 2 – COLLECTING YOUR INFORMATION

What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

- The annually refreshed State of the Borough Report provides a community profile including demographics, education and qualifications and employment statistics.
- Existing information has been gathered from Resourcelink, the Council's HR System to analyse the equalities information and other data on our employees. This information has been used to publish a workforce profile, including an equalities breakdown of employees at each pay grade, in January 2015 in compliance with the Public Sector Equality Duty (please see the charts below).
- Recruitment monitoring is undertaken and further monitoring is being developed to enable us to analyse the learning and development of our employees broken down into protected groups.
- Recommendations were also made in our Equality Framework for Local Government Peer Challenge during February 2011, in which we were successful in being awarded the 'Achieving' Level Standard.

STEP 3 – FURTHER ENGAGEMENT ACTIVITIES

Please list any additional engagement activities undertaken to complete this EIA e.g. met with the Equalities Advisory Group, local BME groups, Employee representatives etc. Could you also please summarise the main findings.

Date	Engagement Activity	Main findings
Ongoing 2015-16	Consultation with unions and workforce strategy	Consultation has been taking place with the Trade Unions but no specific discussion on equalities issues. As each action detailed in the plan is implemented, further consultation will take place and where appropriate specific EIA's will be completed on each project

External consultation has not taken place, as this strategy generally covers existing employees. The issue which may have an external impact is around recruitment and the Equalities Advisory Group have been consulted on these issues in relation to the Recruitment and Selection Policy

STEP 4 – WHAT'S THE IMPACT?

Is there an impact (positive or negative) on some groups/people with protected characteristics in the community? (think about race, disability, age, gender, religion or belief, sexual orientation and other socially excluded communities or groups). You may also need to think about sub groups within each equalities group or protected characteristics e.g. older women, younger men, disabled women etc.

Please describe the potential impacts both positive and negative and any action we are able to take to reduce negative impacts or enhance the positive impacts.

Our current Workforce Profile

In order to measure the impact of the strategy on our employees, we have used the following current Workforce Profile./

Gender and Transgender

Table 1: CBC employees by gender			
Gender	Percentage of all employees	Percentage of full time employees	Percentage of part time employees
Female	44.6%	27.9%	69.8%
Male	55.4%	100%	30.2%

Issues for transgender employees

We understand that not everybody wishes to disclose this information to their employer. Therefore, CBC is part of the Derbyshire Lesbian, Gay, Bisexual, and Transgender Forum which brings together individuals, community groups, organisations and businesses together in order to raise the profile and provide solutions to the issues and needs of our LGB&T community. The forum is an opportunity to learn from experiences and share best practice as service providers and employers.

Age

| Table 2: CBC employees by age group	
Age Group	Percentage of Employees
Under 18 years	0.7%
18 -24 years	7.2%
25 - 34 years	15.9%
35 – 44 years	18.9%
45 – 54 years	31.1%
55 – 64 years	24.1%
65 years and over	2.1 %

Age band	Percentage
Under 18 years	0.7%
18 -24 years	7.2%
25 - 34 years	15.9%
35 – 44 years	18.9%
45 – 54 years	31.1%
55 – 64 years	24.1%
65 years and over	2.1%
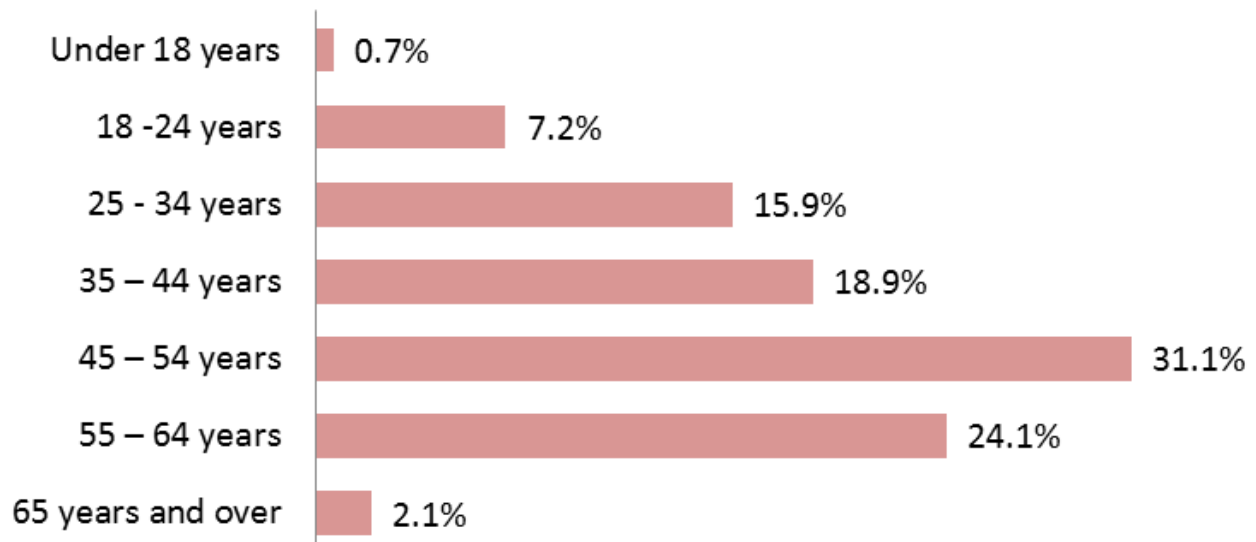
Disability

Table 3: CBC employees by disability	
	Percentage of Employees
Disabled	6.8%
Non-disabled	87.0%

Disability status	Percentage
Disabled	6.8%
Non-disabled	87.0%
Unknown	6.2%
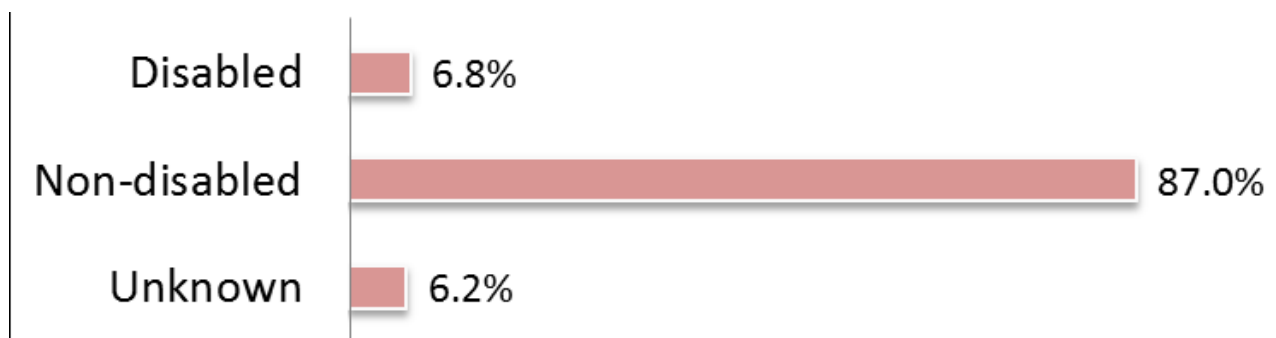
Ethnicity

Table 4: CBC employees by ethnicity	
Ethnicity	**Percentage of Employees**
White British	93.2%
Black African	0.2%
Black Caribbean	0.2%
Indian	0.3%
Irish	0.3%
Italian	0.5%
Mixed White	0.4%
Mixed White and Black Caribbean	0.1%
Other White background	0.9%
Polish	0.1%
Unknown	4.9%

Religion

Table 5: CBC employees by religion	
Religion	**Percentage of Employees**
Christian	54.8%
Buddhist	0.1%
Hindu	0.1%
Jewish	0.1%
Muslim	0.2%
Sikh	0.1%
Other	1.8%
Not given	5.7%
None	31.9%
Unknown	5.5%

Sexual Orientation

Indication of the likely sexual orientation distribution of CBC's workforce

CBC is beginning to collect information about the sexual orientation of the workforce, however, we understand that not everybody wishes to disclose this information to their employer. According to Stonewall, the Department of Trade and Industry uses a 'reasonable' estimate of 5-7% of the population are lesbian, gay or bisexual. This would mean that around 6228 people in the Borough are lesbian, gay or bisexual. (Chesterfield has an estimated population of 103,800 [Census 2011)

Gender Pay Gap as at 2012

Gender Pay Gap	
Gender	**Average income from employment per year**
Female	£25853.66
Male	£27514.81
Difference in Pounds	£1661.15
Difference as a Percentage	6.04%

Pay Scale Distribution by Gender, Age, Disability and Race

Table 6: CBC employees' pay scale by gender			
Pay Scale	Percentage of total workforce at this scale	Percentage at this scale that are male	Percentage at this scale that are female
Scale 1 (starts at £13,500)	4.4%	22.5%	77.5%
Scale 2 (starts at £13,715)	4.9%	37.8%	62.2%
Scale 3 (starts at £14,338)	9.2%	39.8%	60.2%
Scale 4 (starts at £16,231)	15.4%	45.4%	54.6%
Scale 5 (starts at £17,714)	15.6%	47.6%	52.4%
Scale 6 (starts at £20,253)	8.5%	33.3%	66.7%
Scale 7 (starts at £22,937)	7.7%	64.3%	35.7%
Scale 8 (starts at £26,923)	4.5%	58.5%	41.5%
Scale 9 (starts at £29,558)	5.7%	65.4%	34.6%
Scale 10 (starts at £31,846)	1.1%	50%	50%
Scale 11 (starts at £35,662)	2.4%	63.6%	36.4%
Scale 12 (starts at £39,267)	1.5%	50%	50%
Scale 13 and above (starts at £42,957)	1.4%	69.2%	30.8%

Pay Scale	Percentage of total workforce at this scale	% at this scale under 18 years	% at this scale 18-24 years	% at this scale 25-34 years	% at this scale 35-44 years	% at this scale 45-54 years	% at this scale 55-64 years	% at this scale 65 years and over
Scale 1 (starts at £13,500)	4.4%	2.5%	10.0%	15.0%	30.0%	42.5%	0.0%	2.5%
Scale 2 (starts at £13,715)	4.9%	17.8%	17.8%	8.9%	20.0%	24.4%	11.1%	17.8%
Scale 3 (starts at £14,338)	9.2%	23.8%	15.5%	13.1%	21.4%	23.8%	2.4%	23.8%
Scale 4 (starts at £16,231)	15.4%	5.7%	9.2%	19.9%	35.5%	26.2%	3.5%	5.7%
Scale 5 (starts at £17,714)	15.6%	4.2%	17.6%	24.6%	26.8%	23.9%	2.8%	4.2%
Scale 6 (starts at £20,253)	8.5%	1.3%	14.1%	21.8%	46.2%	15.4%	1.3%	1.3%
Scale 7 (starts at £22,937)	7.7%	0.0%	12.9%	18.6%	35.7%	31.4%	1.4%	0.0%
Scale 8 (starts at £26,293)	4.5%	0.0%	14.6%	12.2%	43.9%	29.3%	0.0%	0.0%
Scale 9 (starts at £29,558)	5.7%	0.0%	11.5%	21.2%	46.2%	21.2%	0.0%	0.0%
Scale 10 (starts at £31,846)	1.1%	0.0%	10.0%	10.0%	50.0%	20.0%	10.0%	0.0%
Scale 11 (starts at £35,662)	2.4%	0.0%	9.1%	40.9%	22.7%	27.3%	0.0%	0.0%
Scale 12 (starts at £39,267)	1.5%	0.0%	0.0%	21.4%	35.7%	42.9%	0.0%	0.0%
Scale 13 and above (starts at £42,957)	1.4%	0.0%	0.0%	15.4%	30.8%	53.8%	0.0%	0.0

Table 7: CBC employees' pay scale by age group

Table 8: CBC employees' pay scale by disability			
Pay Scale	Percentage of total workforce at this scale	Percentage at this scale that have a disability	Percentage at this scale with no disability
Scale 1 (starts at £13,500)	4.4%	0.0%	100.0%
Scale 2 (starts at £13,715)	4.9%	2.4%	97.6%
Scale 3 (starts at £14,338)	9.2%	3.7%	96.3%
Scale 4 (starts at £16,231)	15.4%	13.5%	86.5%
Scale 5 (starts at £17,714)	15.6%	5.2%	94.8%
Scale 6 (starts at £20,253)	8.5%	8.2%	91.8%
Scale 7 (starts at £22,937)	7.7%	16.1%	83.9%
Scale 8 (starts at £26,293)	4.5%	9.8%	90.2%
Scale 9 (starts at £29,558)	5.7%	10.6%	89.4%
Scale 10 (starts at £31,846)	1.1%	0.0%	100.0%
Scale 11 (starts at £35,662)	2.4%	4.8%	95.2%
Scale 12 (starts at £39,267)	1.5%	15.4%	84.6%
Scale 13 and above (starts at £42,957)	1.4%	7.7%	92.3%

Pay Scale	% of total workforce at this scale	% at this scale White British	% at this scale White Irish	% at this scale Italian	% at this scale Polish	% at this scale Other White background	% at this scale White and Black Caribbean	% at this scale any other Mixed background	% at this scale Indian	% at this scale Black Caribbean	% at this scale Black African	% at this scale ethnicity unknown
Table 9: CBC employees' ethnicity at each pay grade (as at 2012)												
Scale 1 (starts at £12,145)	6.5%	96.9%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 2 (starts at £12,787)	5.6%	98.2%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 3 (starts at £13.874)	13.1%	97.7%	0.0%	1.5%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 4 (starts at £15,725)	17.6%	97.1%	0.0%	0.6%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 5 (starts at £17,161)	13.9%	99.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%
Scale 6 (starts at £19,621)	6.3%	95.4%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%
Scale 7 (starts at £22,221)	7.2%	98.6%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 8 (starts at £25,472)	4.3%	97.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%
Scale 9 (starts at £28,636)	3.9%	92.3%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	2.6%
Scale 10 (starts at £30,851)	1.2%	83.3%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 11 (starts at £34,549)	2.0%	95.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%
Scale 12 (starts at £38,042	1.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Scale 13 and above (starts at £41,616)	1.2%	92.9%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operational Services Division	16.4%	93.8%	0.7%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%

Impact on the Workforce

Group or Protected Characteristic	Positive impacts	Negative impacts	Action
Overall impact on the workforce.	Implementation of the strategy should ensure that all of our employees have equitable access to training and development opportunities.	No overall negative impacts have been identified regarding the overarching Workforce Strategy. Negative impacts identified within the action plan will be mitigated against in separate EIAs.	Further EIAs will be undertaken to measure the impact of each of the key actions within the action plan as they are developed. These will include: • Redeveloping the EPD system and developing a competency framework; • Developing learning and training programmes; • Secondment and shadowing programmes; • Future Manager fast track programme; • Apprenticeships and trainee placements; • Targeted recruitment; • Review of the job evaluation process.
Age – including older people and younger people.	See overall impact The Council recognise the skills and experience older employees can bring to the organisation but will encourage all employees to develop regardless of age Supporting apprentices will	See overall impact As more consideration needs to be given to succession planning, some managers may perceive this to favour younger employees.	See overall impact Training for managers to ensure that all employees given opportunities regardless of age. As other associated projects/policies developed impact on age to be considered Offer a variety options to assist in development

	assist in providing younger people with skills to gain employment		of employees to suit different age ranges.
Disabled people – physical, mental and sensory including learning disabled people and people living with HIV/Aids and cancer.	See overall impact Implicit in the strategy that the Council should take action to increase the diversity of its leaders, which could include the number of employees with a disability.	See overall impact Need to ensure that as changes are implemented, there are no negative impacts	See overall impact As each action is implemented, then the specific project will need to be assessed for impact on this group. Improved equalities monitoring will enable us to identify, analyse and report on the breakdown of applicants Reasonable adjustments should always be considered to enable disabled employees to participate in development opportunities
Gender – men, women and transgender.	See overall impact Implicit in the strategy that the Council should take action to increase the diversity of its leaders, which could include employees from this group	See overall impact	See overall impact As each action is implemented, then the specific project will need to be assessed for impact on this group. Improved equalities monitoring will enable us to identify, analyse and report on the breakdown of applicants
Marital status including civil partnership.	See overall impact	See overall impact	See overall impact
Pregnant women and people on maternity/paternity.	See overall impact The aim of the strategy is to	See overall impact	See overall impact All employees, including those on maternity

Also consider breastfeeding mothers.	have employees with the right skills and experience and this group of employees will have received training and have experience which the Council should retain		leave should always be kept informed of opportunities and changes in the workplace As each action is implemented, then the specific project will need to be assessed for impact on this group.
Sexual Orientation – Heterosexual, Lesbian, gay men and bi-sexual people.	See overall impact Implicit in the strategy that the Council should take action to increase the diversity of its leaders, which could include employees from this group	See overall impact	See overall impact As each action is implemented, then the specific project will need to be assessed for impact on this group. Improved equalities monitoring will enable us to identify, analyse and report on the breakdown of applicants
Ethnic Groups	See overall impact Implicit in the strategy that the Council should take action to increase the diversity of its leaders, which could include the number of employees with different ethnic backgrounds. Targeted recruitment is likely to have a positive impact on this group as it is currently underrepresented.	See overall impact	See overall impact As each action is implemented, then the specific project will need to be assessed for impact on this group. Improved equalities monitoring will enable us to identify, analyse and report on the breakdown of applicants

Religions and Beliefs including those with no religion and/or beliefs.	See overall impact Implicit in the strategy that the Council should take action to increase the diversity of its leaders, which could include the no of employees with different ethnic backgrounds.	See overall impact	See overall impact As each action is implemented, then the specific project will need to be assessed for impact on this group. Improved equalities monitoring will enable us to identify, analyse and report on the breakdown of applicants
Other groups e.g. those experiencing deprivation and/or health inequalities.	See overall impact Opportunities available to develop regardless of background Apprenticeships will help younger people who may otherwise be unable to find employment	See overall impact	See overall impact

From the information gathered above does the policy, project, service, function or strategy directly or indirectly discriminate against any particular group or protected characteristic?

Yes   ☐
No   ☒

If yes what action can be taken to stop the discrimination?

Please see mitigating action column in the table above.

STEP 5 – RECOMMENDATIONS AND DECISION MAKING

How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

The strategy is focused on ensuring that employees have the right skills and experience to deliver council services. However from data gathered on the profile of the workforce, it is clear that the strategy also needs to have a focus on increasing the diversity of its leaders. In the current economic climate and considering the local jobs market, the strategy will assist in increasing employment opportunities through apprenticeships for unemployed people.

How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

The strategy currently has a draft action plan, but this will need to be updated once the strategy has been agreed. It is the responsibility of the HR Manager to review and report back on a quarterly basis with reports to cabinet annually.

Implementation of the action plan will need more detailed information about how each project/issue will be implemented with further consultation undertaken as appropriate.

Further EIAs will be undertaken to measure the impact of each of the key actions within the action plan as they are developed.

STEP 6 – KNOWLEDGE MANAGEMENT AND PUBLICATION

Please note the draft EIA should be reviewed by the appropriate Head of Service/Service Manager and the Policy Service before WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager
Name: Kate Harley
Date: 11/03/2016

Reviewed by Policy Service
Name: Donna Reddish
Date: 14/03/16

Final version of the EIA sent to the Policy Service ✓

Decision information sent to the Policy Service ☐