

Equality Impact Assessment

Title: Workforce Plan

Lead Officer and Directorate:

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Cabinet Member: Cllr Janet Willis

What is the EIA about? (Executive Summary):

The Workforce Plan sets out the vision:

“To have a motivated and committed workforce that is innovative, skilled and customer focused.”

The Equality Act requires the Council to take account of the following when delivering the strategy:

Age, Race, Sex, Gender reassignment, Religion/belief, Sexual orientation, marital status, Disability and Maternity

The Council's approach to Equality also looks at Socio-economic status (which includes low pay).

These groups are known as 'protected characteristics', which means they are protected under the Equality Act against discrimination in employment.

BACKGROUND:

The Workforce Plan sets out what we will be doing over the next 4 years to deliver the outcomes in the Council Plan and put customers at the centre of our services.

The delivery of the plan is structured around 3 key strands:

1. Employee engagement
2. Skills and Behaviours
3. Wellbeing

This EIA sets out how we intend to address Equality in the delivery of the Workforce Plan. The EIA looks at the overall picture of the workforce relating to equality issues, including feedback and makes recommendation for actions.

Overall Workforce profile:

In this section we summarise the headline facts about the Workforce in terms of protected characteristics.

What the data shows

The first issue, in analysing the data, is that there is a large percentage of the workforce who do not declare or provide data in relation to the protected characteristics. The conclusions below are therefore based on only the known information and may not reflect the reality.

Of the data available:

- The workforce is 71.74% female so there is no gender balance.
- Those with protected characteristics are underrepresented particularly disability, ethnicity and possibly LGBT but there are limited official population statistics to measure this.
- There is underrepresentation across all the protected characteristic groups, except religion in Apprentices.
- There is a Gender Pay Gap but no pay gap, or a minimal pay gap, with both Mean and Median figures, across the other protected characteristics.
- The workforce numbers across 4 of the protected characteristics (Ethnicity, Disability, Religion and Sexual Orientation) are increasing in the context of a reducing workforce. This suggests that the Council's Change Management / Reshaping programmes are not discriminatory in relation to these groups.
- The Age profile trends suggest the reduction in numbers is greatest in the 36 to 55 age range and therefore retention may be an issue to consider.
- 58% of the workforce is over 46 and therefore succession planning may be an issue to consider.
- The council employs people up from the age of 17 up to 79 are therefore there are no indications of an age bias.
- An example of employee benefit schemes i.e. purchasing additional annual leave shows that those with protected characteristics can and have accessed this additional benefit.

Evidence (as shown by the analysis in the Appendices):

The information given in the Appendices is taken from 2017 employee data and is based on positions rather than people. So where an employee has more than one job they are counted for each job. The Appendices show analysis of the workforce data across the equality strands:

Race (Ethnicity / BME):

3% of the Workforce identifies themselves as BME. (Nearly 13% undeclared). The 3% represents a slight increase on last year's number. The 2011 Census showed that 17,700 Cumbrian residents (3.5 percent) were non-White British.

Disability: 1.74% of the Workforce declares themselves as disabled. (37% undeclared). This also represents a slight increase on last year's number. In the 2011 Census the total percentage of disabled people in the county was higher than the national average at 20.3% compared to 17.9%. Employees with disabilities are therefore underrepresented in the workforce (though we should take into account that the countywide statistic includes people above age 68 and some working age people who are not in work due to their condition).

Religion and Belief: 37.59% of the workforce state they have a religion. (Nearly 60% undeclared). Again this is an actual increase the previous year's figure.

Lesbian, Gay and Bi-Sexual People: 1.01% of the workforce identifies themselves as LGBT. (Nearly 49% undeclared). This also represents a slight increase on last year's number. There is limited publicly available information on the profile of LGBT people in Cumbria. The 2011 Census recorded 737 people living in same sex households (0.2%). This is considered to be an under-estimate.

Transgender: There are no statistics currently on transgender in the UK and no employees within the Council have identified themselves as transgender on the recording system. Changes to the Gender Recognition Act, aim to de-medicalise transgender making it easier for people to define their gender outside a medical process.

Pay Gaps:

The following figures have been calculated in accordance with the government's Gender Pay Reporting guidelines using March 2017 snapshot data. Only the Gender Pay Gap has been reported and published.

(Hourly Rates)	Gender (expressed as a % of male pay)	Race /BME (expressed as a % of the non BME workforce average)	Disability (expressed as a % of the non-Disabled workforce average)	Religion / Belief (expressed as a % of the remaining workforce average)	LGBT (expressed as a % of the non LGBT workforce average)
Mean (Average)	13.55%	-2.23%	-5.11%	-11.16%	-6.55%
Median (Mid-Point)	25.12%	3.17%	-14.55%	-22.02%	-14.54%
Bonus Mean (Average)	-260.04%	-106.84%	16.16%	-68.72%	-14.34%
Bonus Median (Mid-Point)	-126.39%	0%	-25.01%	0%	0%

A negative figure shows that there is no gap i.e. pay is more favourable. For example a disabled employee is, on average, paid 5.11% more than a non-disabled employee.

Age:

- The greatest reduction in the workforce numbers is in the 36 to 55 age range.
- Over 50% of the Workforce is in the 46 to 60 age group.
- Over 8% of the workforce is over 60.

FEEDBACK FROM EMPLOYEES IN RELATION TO EQUALITIES

Engagement ‘Let’s Talk’ Session – 2017/18 – these were aimed at all employees

The core questions asked at each session were:

- What makes you feel valued at work?
- What do you think about the way we communicate with you?
- How do you propose, or share new ideas in the workplace
- How are you rewarded, or recognised for the work you do?
- How do you feel about your work/life balance at present?

Whilst the focus was not specific in relation to equality issues some of the ‘highs’ and lows included:

- The benefits of flexible and agile working including part time and term time working.
- Lack of poor facilities / resources including ICT.

The action plans being developed from this will focus on:

1. Visible Leadership

Effective ‘Visible’ leadership providing a strong strategic narrative, or story, about the organisation, where it’s come from and where it is going.

2. Employee Voice

Recognising that our employees are a valued asset of the employer and encouraging staff to be part of the solution to the challenges faced by the organisation. In addition to listening to staff it is essential that the organisation is seen to act on feedback where appropriate.

3. Engaging managers

The crucial role of the direct line manager and their role in treating people as individuals, influencing levels of trust and co-operation, with a key focus on how to stretch and coach their staff. Their role is key in developing open communication skills and encouraging staff involvement.

4. Creating a culture of engagement

The organisation needs to be seen to be 'living' its core values and behaviours which means that behaviours need to be reflected in day to day activities, by staff and in particular senior leadership.

These actions are therefore relevant to the recommendations in relation to those with protected characteristics. As with all employees the aim is that those employees who fall into a protected characteristic group will:

- Experience a blend of job satisfaction, organisational commitment and involvement in the direction of their own job and a feeling of empowerment when at work.
- Be advocates for Cumbria County Council and the work it does, by recommending it as a place to work and be a customer of.
- Have motivation to perform well, a desire to improve the way things are in their organisation and to make a difference to the people of Cumbria.
- Be enabled to be innovative and contribute ideas that are listened to and acted upon.

RECOMMENDATIONS TO ADDRESS THE ISSUES:

The points set out below provide recommendations to help the Council address the issues identified and are structured around the 3 key themes of the Workforce Plan and Delivery plan. They are also relevant to other strategies such as the Communication, Customer and ICT strategies. Many of the recommendations cut across these themes and all protected characteristics.

The Council will also be publishing an Equality Plan in September 2018, which will include the equality actions across all key strategies and plans.

1. Employee Engagement

a. ***Learning from feedback from those with protected characteristics.***

There are many ways to be able to gather feedback from people who share a

protected characteristic. The best approaches are based on ongoing conversations rather than one off formal consultations, with the focus on removing barriers for those with a protected characteristic. A variety of communication methods are likely to be most effective and this can include:

- i. Using the 'Let's Talk' sessions to ask more specific questions about equality issues.
 - ii. Setting up active LGBT, disability and BME networks for people. This could be done in partnership with other public sector organisations in the county. The rationale for a partnership approach is that the numbers will be low in any organisation, the issues will be transferrable and people have less chance of being 'outed' if this is done independently of any single organisation. Facilitation could be looked at through the Public Sector Equality leads who meet regularly to look at a common programme of activity to meet their Equality Duties.
 - iii. Reviewing appraisal outcomes and using supervision and appraisal processes to identify and remove barriers to progression once Equality and appraisal data in year 1 complete and can inform future EIAs of the Strategy.
 - iv. Using Exit Interviews to inform future developments.
 - v. Raising awareness around grievances, Bullying and Harassment complaints and other feedback from an equality perspective in year 2 of the Workforce Plan. Relaunching the 'Crossing the Line' exercise as part of the staff engagement process working with Communications to develop the programme, materials and scenarios. This was a highly successful awareness campaign previously carried out by the Council, which developed scenarios that were cascaded through teams.
- b. Targeting employee engagement from a Gender perspective** and identify positive actions to promote a gender balance e.g. more female Firefighters and Highways staff and more male Support Workers.
- c. Engaging with Trade Unions on equality issues** encouraging them to be part of networks and to raise equality issues.
- d. Developing the existing Communications Strategy to increase awareness and understanding of equality issues.** Some of this is already happening for example Mental Health Week, Holocaust Day, International Women's Day etc. but an enhanced programme of campaigns utilising key dates and activities could be developed.
- e. Using other communications methods** including staff surveys and forums to raise awareness and encourage people to speak up on issues such as Bullying and Harassment.

- f. **Training staff and managers** in how to report and respond to issues raised. A particular focus should be on the 'soft skills' required to support people who raise claims of harassment and bullying, while applying a fair process to ensure the right course of action is undertaken.
- g. **Improving Data Capture** by ensuring the systems are in place for data capture and people understand how the data will be used and why:
 - i. **GDPR compliance** – checking and improving the accuracy of the personal data and Council processes;
 - ii. **Monitoring** applications for jobs including from those with protected characteristics and transgender and reviewing outcomes;
 - iii. **Improving Technology / ICT** to enable access to employee services such as myhr online and the Council's intranet and other communication methods to ensure employees are informed and can update their own records.
 - iv. **Recording personal data** to carry out an annual exercise reminding people to update their personal data. Where possible this could include staff identifying as BME, disabled or LGBT explaining the benefits of doing so.

2. Skills and Behaviours

- a. **Removing barriers for entry into the Workforce particularly in Apprenticeships.** These activities would be cross cutting for all protected characteristics, and link to the other themes of engagement and well-being activities and responsibilities:
 - i. Working with schools to encourage females and those with other protected characteristics to enhance their career aspirations such as:
 - encouraging females into more STEM subjects
 - making young people aware of how to gain access to Apprenticeships.

Work could be undertaken in partnership with other public sector employers.

- ii. Work with the Apprenticeship Framework providers and trainers and asking them to set and promote equality objectives in their recruitment, training and support practices;
- iii. Commissioning links with young people's community groups and networks to support and encourage consideration of Apprenticeships.

- b. Targeting Adult Education programmes to provide key skills and learning for access to Apprenticeships and work.** Not all of the potential workforce in Cumbria have the minimum competency standards or meet the functional skills required for an Apprenticeship or for jobs. In particular this would support:
- Those with low level of skills.
 - Those with learning disabilities.
 - Refugees and Migrants particularly where English might not be the first language or qualifications are not transferable.
 - Workers who entered the workforce at a time when there were more entry level jobs available in the public sector and are seeking to retrain as an apprentice, but have little/no academic qualifications.
- c. Setting up Work Experience programmes to improve access to work, including Apprenticeships.** Work experience can help in many ways including regaining skills and knowledge, accreditation and confidence. In particular this would support:
- Children Looked After – as a priority for the Council as a corporate parent.
 - Returners to work, particularly women who have had career breaks and those who may have had a break in work due to redundancy or absences due to ill health or disabilities.
 - Refugees and Migrants where skill or qualifications may not be transferable.
- d. Taking Positive Action in Recruitment Campaigns to increase the numbers in underrepresented groups.**
- i. Using Social Media and networks to reach a wider range of potential candidates and develop a targeted approach to advertising and employment.
 - ii. Improving the branding of the Council as an employer and promoting the benefits of working for the Council including the flexible / agile working options, career development, and a good rewards package including fair pay, to improve candidate attraction.
 - iii. Undertaking a Gender Positive Action Scheme bringing Highways and Cumbria Fire and Rescue Service together to develop a programme to recruit, retain and promote into leadership roles women. This would

include linking to actions mentioned above about apprenticeships and gender.

- iv. Making sure that when recruiting overseas that the right processes and package of support is in place for testing English language skills (spoken and written) commensurate with the role, and that tailored learning and development is available for suitable candidates who require additional support during their probation period.

e. Providing Career progression routes for the workforce including skills mapping especially for the lower paid. Supporting career progression by providing:

- i. Career development opportunities to ensure that learning and development opportunities are accessible, flexible and supported, including apprenticeships.
- ii. Career Pathways which include identifying progression routes for employees to support career aspirations and using the career grade scheme where there are hard to fill jobs and limited career paths.
- iii. Mentoring Support for those wishing to progress.

f. Encouraging those with protected characteristics to take up leadership / management development programmes.

3. Wellbeing

a. Developing a programme of raising awareness of issues affecting people and explanation of how to respond to and report unacceptable behaviours.

b. Promoting Flexible Working options to remove barriers including at the more senior manager level. By promoting the flexible working options including career break schemes and agile working the Council would be supporting those with:

- Caring responsibilities;
- Health and Disability issues;

c. Ensuring the facilities and working environments are fit for purpose, known and made available. This includes:

- i. Ensuring there is physical access and suitable facilities for those with mobility impairments and making reasonable adjustments where necessary.

- ii. Training managers in how to be flexible in meeting the needs of those with additional access requirements.
- iii. Inviting feedback on any specific physical barriers in terms of employment;
- iv. Ensuring that design of new buildings considers changes to gender legislation and provides gender neutrality where possible – i.e. washing, toilets and changing facilities.
- v. Adapting working environments and ways of working to accommodate different needs including flexible and agile working and ICT accessibility.
- vi. Developing the ICT strategy to ensure the most efficient and effective access for all employees.

d. Continuing to pay the UK living wage to support those on low incomes.

- e. Achieving further accreditation from groups representing those with protected characteristics such as Stonewall.** The Council has already achieved some accreditations such as those related to disability but more can be done to embed inclusivity principles into policies, procedures and practices. Stonewall accreditation would situate the Council among a list of employers nationally who have been recognised as LGBT friendly and demonstrate leadership in the LGBT inclusion agenda.

Equality and staff training

Embedding equality within staff training will be vital to support the development of a culture at all levels that is aware of how to address equalities in terms of personal development, retention and progression, effective management and governance and inclusive customer services.

The following approach is recommended to underpin the Workforce Plan:

- Include 'Unconscious Bias' training as a technique for managers to understand how to be fully inclusive, to separate what they think from what they know, and to foster an organisational culture that develops and learns about itself.
- Include for all senior manager level training an understanding of the Equality Act, the Public Sector Equality Duty and the Council's responsibilities as an employer in relation to discrimination law.
- Include for middle manager training awareness of how to address equality especially in relation to bullying and harassment, application of reasonable adjustments.
- For front line staff to have access to basic awareness training on bullying and harassment (possibility using the 'Crossing the Line' approach – see above).

- For equality to be included within general training programmes, for example checking exercises in a course to see if there has been consideration of using protected characteristics, or checking relevant Equality Impact Assessments when commissioning a course so the programme picks up on relevant issues.

This approach of embedding Equality will complement existing e-learning on Equality and Diversity.

Specific training could also be commissioned at targeted groups, this could include Equality Impact Assessment training for report writers, so everyone producing reports for Council committees, or drafts key strategic or policy documents has the skills to produce EIAs (including knowing when one is required).

Review:

This EIA is a living document, which means it will inform the Workforce Plan, Delivery Plan and other workforce strategies and policies and will be reviewed at least once a year.

Date: 1 May 2018

Cumbria County Council’s changing diversity profile

Analysis of workforce trends 2012-17

Analysis of changes to the composition of the workforce since 2012 has been made looking at protected characteristics. The following information is presented on pages 13- 22:

Number	Table / Graph	
1	Table	Number of positions by National Negotiating Body applicable in the Council across the equality strands
2	Table	Number of Apprentices across the equality strands
3	Table	Number of Full Time and Part Time employees and Gender
4	Graph	Number of employees who have declared BME / Disability / Religion/ Sexual Orientation
5	Graph	Employees Age Profile
6	Table	Numbers of employees across the age ranges
7	Graph	Age Profile trends
8	Graph	Number of Female and Male employees across the age range
9	Graph	Gender trends
10	Graph	Percentage of females and males who have left under VR or CR
11	Graph	Percentage of employees purchasing additional Annual Leave

Data analysis is of 6337 positions from December 2017 pay data (includes casual / relief positions were employees have been paid in the previous 12 months). It excludes Externally Provided Workforce, those seconded from other partners and vacant posts.

1. Table showing the number of positions by National Negotiating Body applicable in the Council across the equality strands:

National Negotiating Body	Number of employees	Female % of Group	Female % of Workforce	Male % of Group	Male % of Workforce	Percentage of Group who identified themselves as BME	Percentage Ethnic Origin of whole workforce	Percentage of Group declared Disabled	Percentage declared Disabled of whole workforce	Percentage of Group with a stated Religion	Percentage of People with a stated religion of whole workforce	Percentage of Group declared Bisexual/Gay/Lesbian	Percentage declared Bisexual/Gay/Lesbian of whole workforce
Chief Officers	18	50.00	0.14	50.00	0.14	5.56	0.02	0.00	0.00	27.78	0.08	0.00	0.00
Fire incl CO	216	8.33	0.28	91.67	3.12	1.39	0.05	1.39	0.05	21.30	0.73	0.93	0.03
Ret Fire	388	5.41	0.33	94.59	5.79	0.52	0.03	0.26	0.02	9.28	0.57	0.00	0.00
NJC	5268	78.68	65.41	21.32	17.72	3.21	2.67	1.92	1.59	40.66	33.80	1.06	0.88
Soulbury & Ed	56	80.36	0.71	19.64	0.17	3.57	0.03	1.79	0.02	48.21	0.43	3.57	0.03
Teachers	66	66.67	0.69	33.33	0.35	0.00	0.00	0.00	0.00	45.45	0.47	1.52	0.02
TUPE / Misc	2	0.00	0.00	100.00	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Casual (Paid) NJC	323	81.73	4.17	18.27	0.93	4.02	0.21	1.24	0.06	29.72	1.51	0.93	0.05
Grand Total	6337		71.74		28.26		3.00		1.74		37.59		1.01

- This shows that the Council's Workforce is **71.74** female and **28.26** male. There is a slight increase in the percentage of males to females from the previous year.

2. Table showing the number of Apprentices across the equality strands:

Number of Apprentices	Female % of Group	Male % of Group	Percentage of Apprentices who identified themselves as BME	Percentage of Apprentices declared Disabled	Percentage of Apprentices with a stated Religion	Percentage of Apprentices declared Bisexual/Gay/Lesbian
58	39.66	60.34	1.72	0.00	62.07	1.72

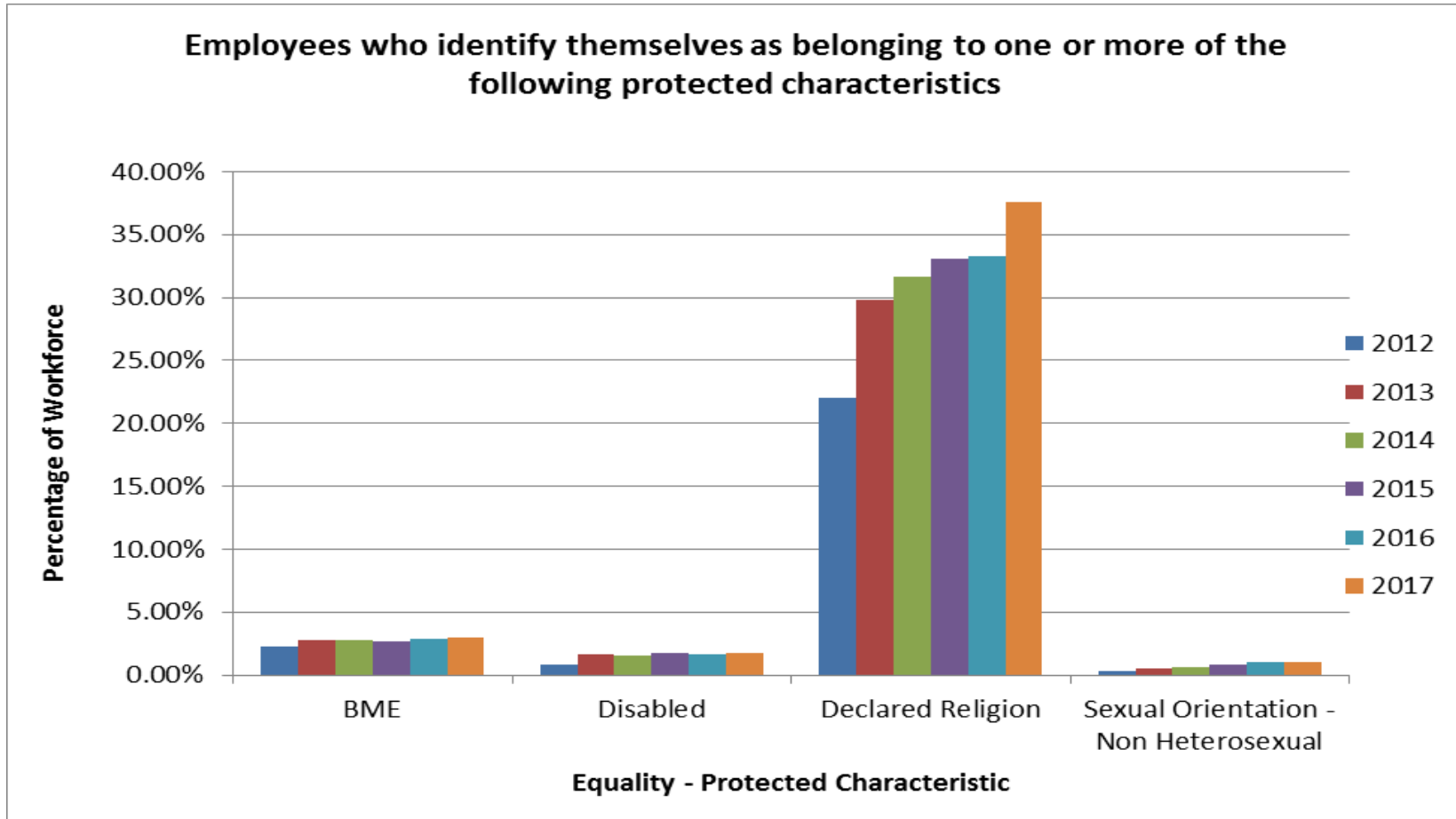
3. Table showing the number of Full Time and Part Time employees and Gender:

Total Positions	Full Time	% of Workforce	FT Female	Female % of FT	Female % of FT Workforce	FT Male	Male % of FT	Male % of FT Workforce	Part Time	% of Workforce	PT Female	Female % of PT	Female % of Workforce	PT Male	Male % of PT	Male % of Workforce
6337	2558	40.37	1464	32.20	23.10	1094	61.08	17.26	3779	59.63	3082	67.80	48.64	697	38.92	11.00

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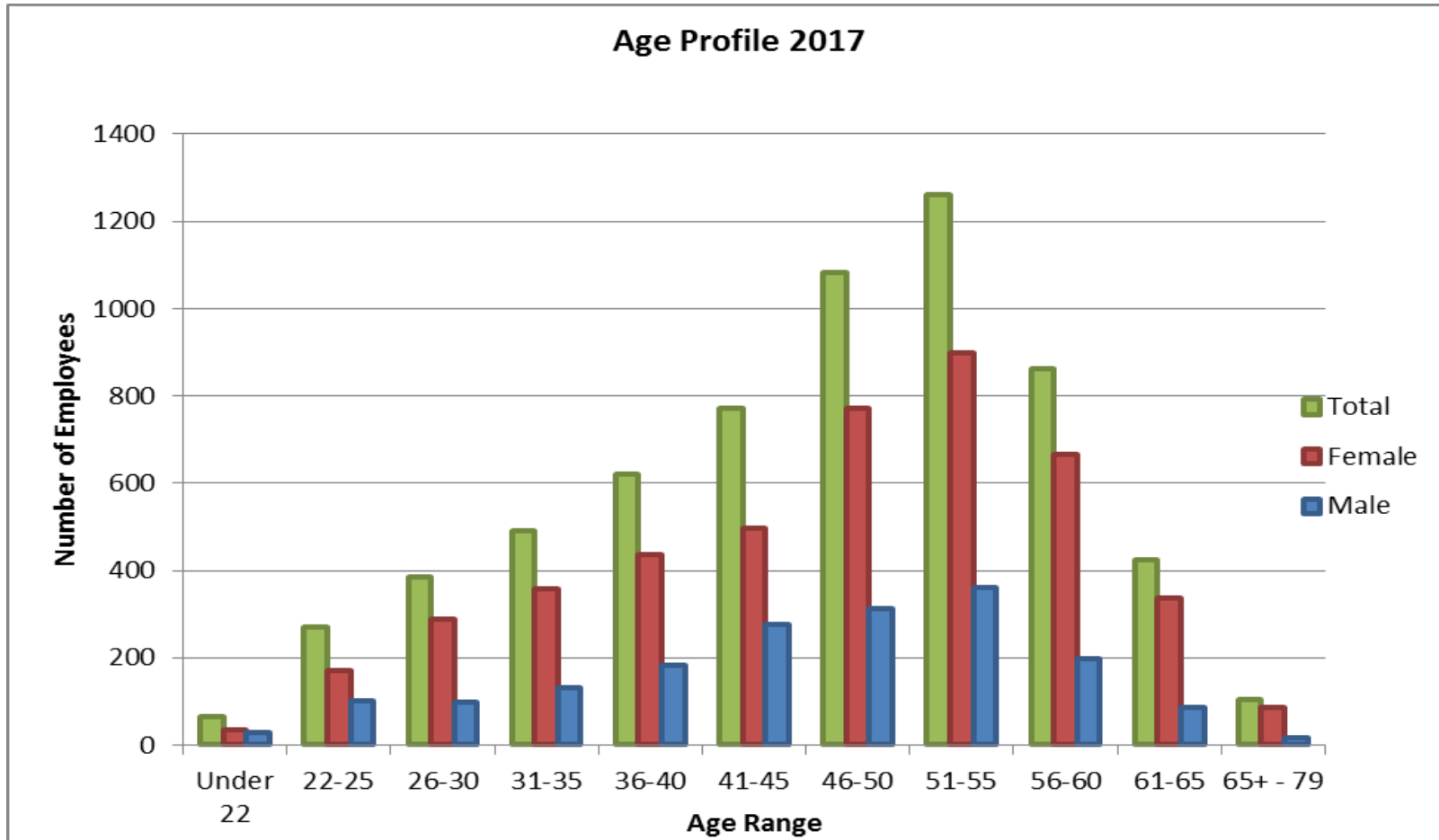
- 40% of the workforce is full time.
- 23% of full time employees are female compared to 17% of males.
- 60% of the workforce is part time.
- 49% of part time employees are female compared to 11% males.

4. Graph – Showing employees who have declared BME / Disability / Religion/ Sexual Orientation:



- Numbers are remaining relatively constant or increasing whilst the workforce is decreasing. Therefore there are no apparent issues with the change management processes.

5. Graph – Showing employees Age Profile:

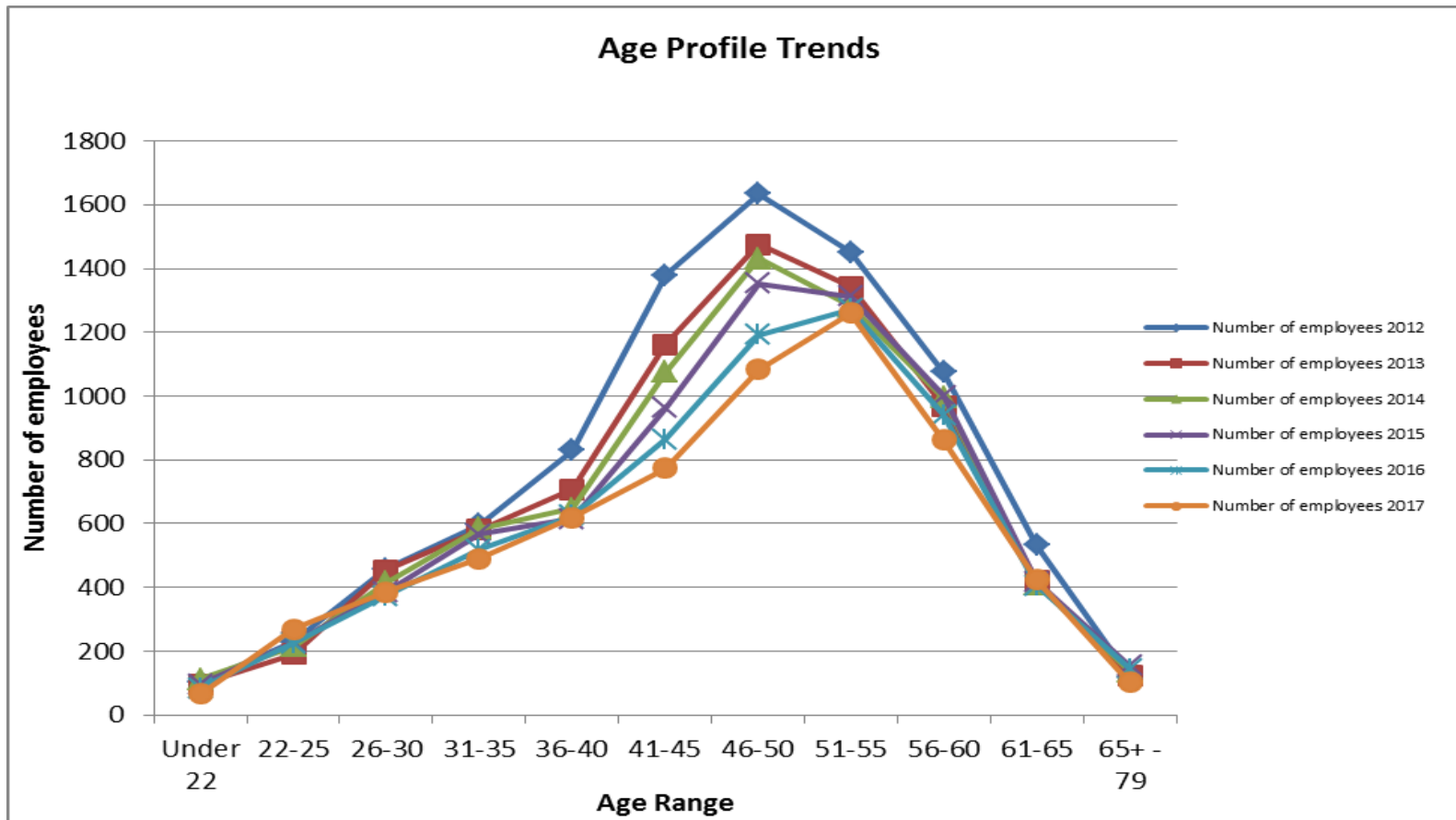


- **The majority of the workforce is in the 46-60 age groups.**
- **The Council employees people over the age of 65 up to age 79.**

6. Table – Showing number of employees across the Age Ranges:

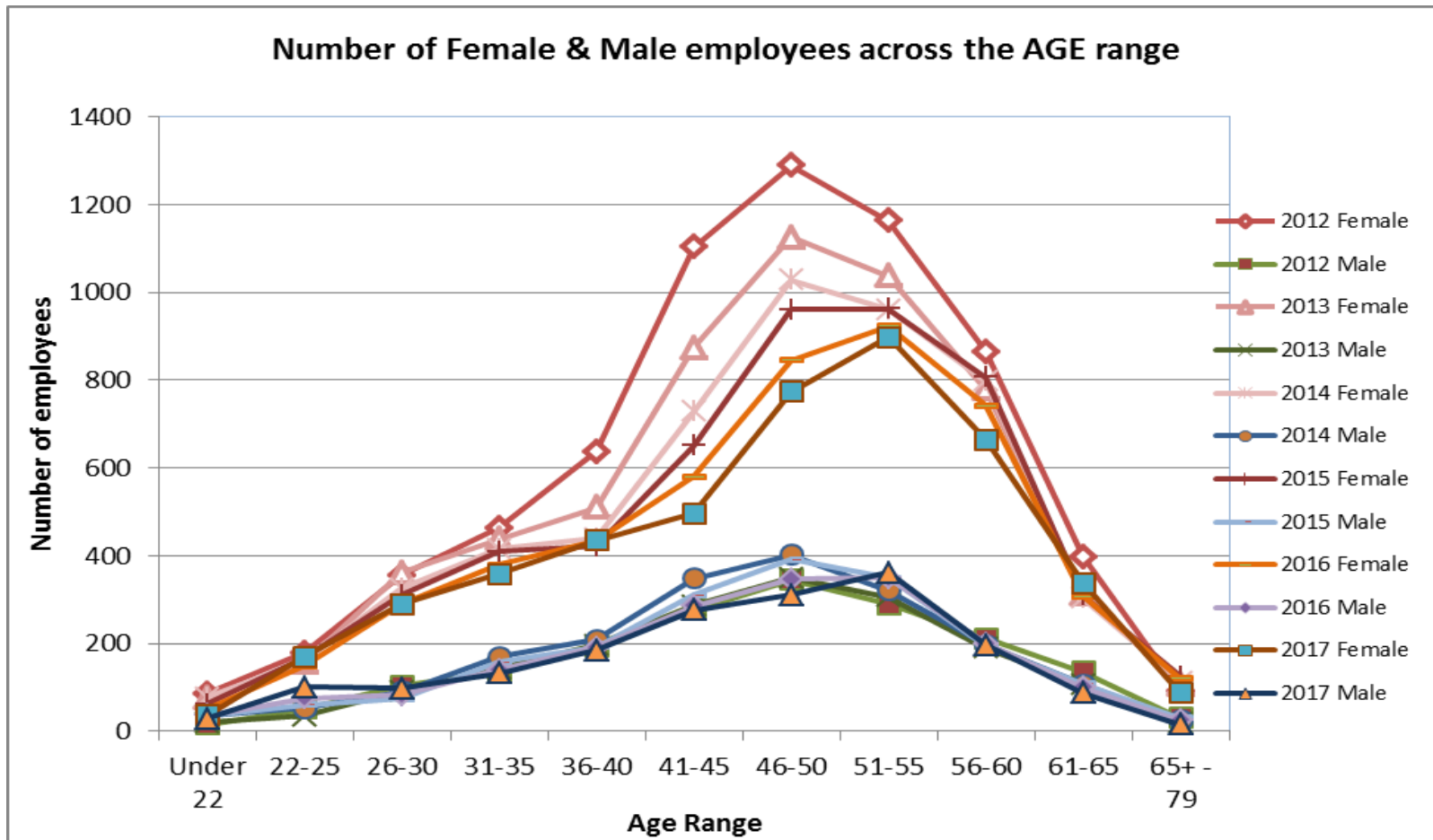
Age Range	2012 Female	2012 Male	2013 Female	2013 Male	2014 Female	2014 Male	2015 Female	2015 Male	2016 Female	2016 Male	2017 Female	2017 Male
Under 22	86	16	77	20	77	36	61	35	49	36	36	29
22-25	178	51	156	35	162	53	166	60	149	75	170	100
26-30	355	104	362	92	326	90	311	74	291	83	289	97
31-35	463	133	438	142	416	169	410	157	379	139	359	132
36-40	638	193	510	197	439	209	422	192	435	190	435	184
41-45	1103	276	874	287	728	348	651	311	580	285	497	276
46-50	1290	345	1126	349	1029	402	961	392	845	347	773	311
51-55	1163	289	1037	306	961	321	963	350	923	349	898	362
56-60	865	211	779	189	798	196	807	193	742	199	665	197
61-65	398	135	314	106	303	107	309	108	307	99	337	87
65+ - 79	90	30	105	19	113	24	125	30	120	25	87	16
Total	6629	1783	5778	1742	5352	1955	5186	1902	4820	1827	4546	1791

7. Graph – Showing Age Profile Trends:



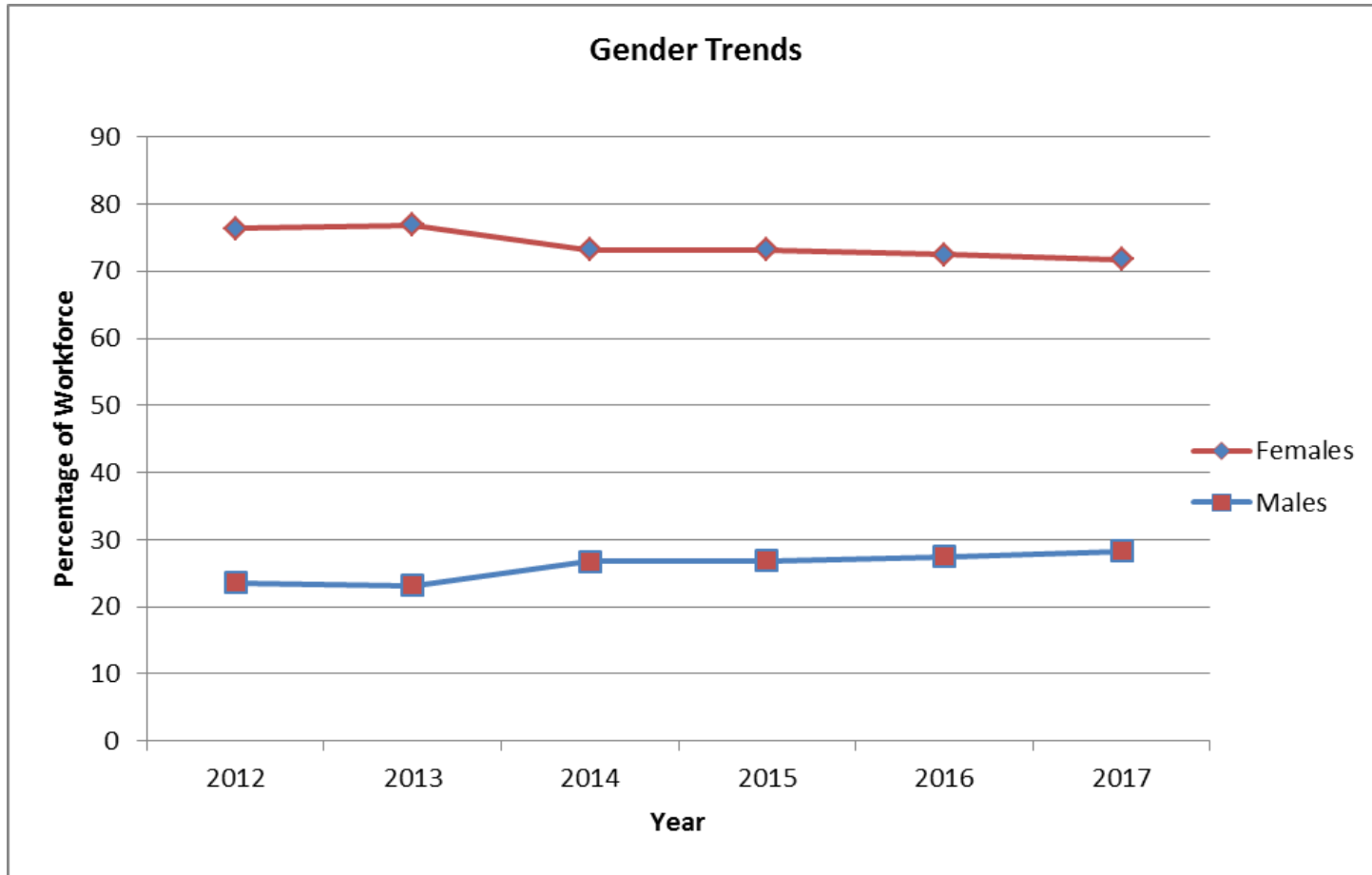
- The reduction in numbers is greatest in the 36 to 55 age range.

8. Graph – Tracking number of females and males employees across the age ranges:



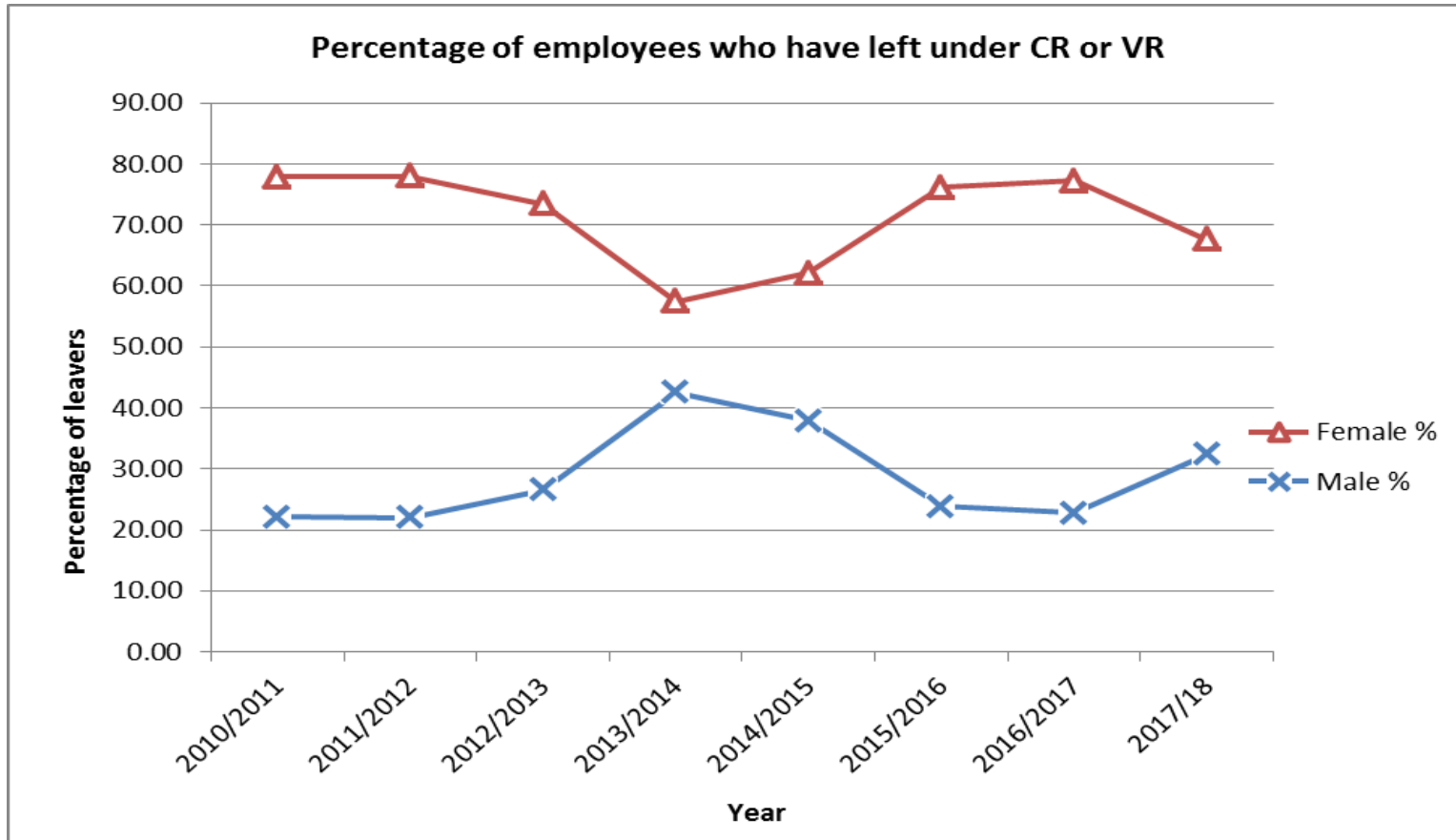
- The number of males in the 22 – 25 age group has increased at a proportionately higher rate than females. (The number of males has increased and the number of females has decreased).

9. Graph – Tracking Gender Trends:



- The number of males has slightly increased whilst the number of females has slightly decreased.

10. Graph – Tracking the Percentage of females and males who have left under VR or CR:



- In 2017/18 proportionately more males than the workforce average (28%) left either under CR or VR but the varying pattern probably reflects the different services under review at different times.

11. Table – Tables showing number of employees purchasing additional Annual Leave

2016/17 - Total = 243					
	Gender	BME	Disability	Religion	Sexual orientation
Male	42	1	1	14	0
Female	201	6	3	86	1

2017/18 - Total = 273					
	Gender	BME	Disability	Religion	Sexual orientation
Male	50	1	2	13	0
Female	223	6	3	94	2