



Tackle inequality so people have a fair chance
INTEGRATED IMPACT ASSESSMENT TEMPLATE



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

Title of proposal:										Description of potential mitigation
<p>Workforce Equality, Diversity, and Inclusion Strategy</p> <p>February 2024</p> <p>The aim of this Integrated Impact Assessment (IIA) is to assess the likely (or actual) effects of change/decision making, in relation to the newly developed workforce Equality, Diversity and Inclusion (ED&I) Strategy, on people in respect of protected characteristics and beyond those set out in the Equality Act 2010. It also looks for opportunities to promote equality that may have been missed or could be better used, as well as negative or adverse impacts that can be removed or mitigated where possible. If any negative or adverse impacts amount to unlawful discrimination, they must be removed.</p> <p><u>Background</u></p> <p><u>Workforce ED&I Strategy</u></p> <p>Vision and Delivery: Gateshead Council are committed to ED&I it is fundamental to ensuring that our people, the community, service users and our future workforce know that we respect and embrace a culture which is supportive. Where everyone is treated equally and fairly, people are empowered to be the best version of themselves and truly respected.</p> <p>The Vision is to be an employer who embraces, and welcomes diversity, who is truly inclusive and demonstrates equality for all. To go the extra mile</p>	Age	Race	Sex	Gender reassignment	Disability	Religion or Belief	Pregnancy and Maternity	Sexual Orientation	Marriage and Civil Partnership	



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>so that our approach is representative of the communities and each other, setting us apart from others and encourage others to follow our lead, because it's not just the right thing to do, or because the law requires us to, it makes for better outcomes for the Council, the community, and our people.</p> <p>The following documents will support delivery of the strategy vision.</p> <ul style="list-style-type: none"> • ED&I Workforce policy • Strategic Commitments • Objectives • Delivery plan (against maturity matrix) <p>Action – review annually</p> <p><u>Thrive</u> The Council's strategic approach, 'Thrive' has ambitions to make Gateshead a place where everyone thrives, including our people, many of which live in Gateshead. It drives our major policy decisions, aiming to redress the imbalance of inequality and championing fairness and social justice. The Council's ED&I corporate and workforce strategies underpins Thrive and seeks to address the ambitions of Thrive.</p> <p><u>Equality Act 2010</u> The Equality Act 2010 legally protects from discrimination in the workplace and wider in society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand. Before the Act came into Force there were several pieces of legislation to cover discrimination including:</p>											
---	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<ul style="list-style-type: none"> • Sex Discrimination Act 1975 • Race Relations 1976 • Disability Discrimination Act 1995 <p>The Equality Act 2010 protects you from discrimination. It means that discrimination or unfair treatment on the basis of certain protected characteristics, of which currently there are 9.</p> <ol style="list-style-type: none"> 1. Age 2. Race 3. Sex 4. Gender Reassignment 5. Disability 6. Religion or belief 7. Sexual orientation 8. Marriage or civil partnership 9. Pregnancy and Maternity <p>It is important to recognise that inclusion challenges go beyond the 9 protected characteristics outlined within the Equality Act 2010. Sometimes these cannot be seen or heard but can have a substantial impact. For example, caring responsibilities. With this in mind, it's important to consider all these elements in line with the strategy to support deliverables.</p> <p><u>Gateshead Council Workforce Data</u> Gender Pay Gap: We produce a range of people metrics to understand the demographics of the workforce. For example, GPG reporting - data as of 31 March 2022 shows:</p> <ul style="list-style-type: none"> • The mean hourly rate of pay for all male full-pay relevant employees is £14.41. 											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>The mean hourly rate of pay for all female full-pay relevant employees is £13.25.</p> <ul style="list-style-type: none"> The mean gender pay gap therefore equates to 8.04% which is a decrease from 9.68% in 2018. The median hourly rate of pay for all male full-pay relevant employees is £12.77. The median hourly rate of pay for all female full-pay relevant employees is £11.57. The median gender pay gap therefore equates to 9.39% which is a decrease from 12.06% 2018. <p>The gender pay gap is in part due to the fact we have retained in-house services which many other Councils have contracted out. These services tend to employ the lower paid front-line staff. Resulting in many more female than males being employed in the lower two quartiles of pay, it follows therefore that since females do more of the lower paid jobs than male counterparts, the Council's reports a positive percentage pay gap.</p> <p>Workforce disposition: Click here</p> <p>Workforce diversity data as of February 2024 - itrent.</p>										
<p>February 2024</p> <p>Age It is clear from the personal information held by the Council that this is not a fair representation of the workforce, with personal data often incomplete and/or out of date. By understanding</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p>P = positive impact N = neutral impact</p>



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>more about our people, services and support can then be tailored to better meet the needs of the workforce, thereby creating a more inclusive organisation. Whilst it is acknowledged that the D.O.B for each</p> <p>employee is known, further work is needed to understand the disposition of age throughout all services areas, and how our systems and processes may disproportionality impact particular age groups. As the workforce ED&I delivery plan evolves the strategy and maturity matrix model will follow suit.</p> <p>A number of meet and greet sessions took place with the Senior Adviser for EDI Wellbeing and Service Directors throughout December 2023 and January 2024 to understand ED&I challenges with particular service areas. A common theme throughout all was to introduce Support Networks in respective of subjects - age being highlighted - in particular at attraction, recruitment and retention employee lifecycle points.</p> <p>The following documents/data will support delivery of the strategy vision and to address adverse impact over the next 12 months.</p> <ul style="list-style-type: none"> • ED&I Workforce policy • Strategic Commitments • Objectives • Delivery plan (against maturity matrix) • Workforce data for age as of February 2024. <p>Disability:</p>																	
---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p><u>February 2024</u></p> <p>Whilst there currently is no legislative requirement for organisations to report on the Disability Pay Gap, the Government consultation indicates reporting is likely to become mandatory soon. Therefore, consideration will be given in due course as to how this impacts the workforce ED&I strategy in-line with strategic commitments and objectives. The impact upon Disability Pay Gap is unknown at this time, the Council do not report on this set of data.</p> <p>Action - To be reviewed February 2025 or earlier if legislation or best practice suggests.</p> <p>It is clear from the personal information held by the organisation in relation to disability is not a fair representation of the workforce, with personal data incomplete and/or out of date. Workforce data and analysis has been identified as a priority within the ED&I delivery plan to address data inconsistency, with the intention of increasing data reporting access and confidence in reporting.</p> <p>A number of meet and greet sessions took place with the Senior Adviser for EDI Wellbeing and Service Directors throughout December 2023 and January 2024 to understand ED&I challenges with particular service areas. A common theme throughout all was to introduce Support Networks in respective of subjects - Disability being highlighted.</p>											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>The following documents/data will support delivery of the strategy vision and to address adverse impact over the next 12 months.</p> <ul style="list-style-type: none"> • ED&I Workforce policy • Strategic Commitments • Objectives • Delivery plan (against maturity matrix) • Workforce data for Disability as of February 2024. <p>Religion/Belief:</p> <p><u>February 2024</u> A number of meet and greet sessions took place with the Senior Adviser for EDI Wellbeing and Service Directors throughout December 2023 and January 2024 to understand ED&I challenges with particular service areas. A common theme throughout all was to introduce Support Networks in respective of subjects – Religion and Belief being highlighted.</p> <p>The following documents/data will support delivery of the strategy vision and to address adverse impact over the next 12 months.</p> <ul style="list-style-type: none"> • ED&I Workforce policy • Strategic Commitments • Objectives • Delivery plan (against maturity matrix) • Workforce data for Disability as of February 2024. <p>Sex.</p> <p><u>February 2024</u></p>											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>The Gender Pay Gap (GPG) is the difference between the average pay of men and women in an organisation. Any employer with 250 or more employees on a specific date each year must report their GPG data. It's also recommended that supporting narrative and appropriate delivery plan is produced. GPG reporting is based on sex characteristic for HMRC pay reporting, not gender identity. For clarify, the GPG is different from equal pay, equal pay is covered by the Equality Act 2010, and requires employers to pay men and women the same for work of equal value.</p> <p>Action- Subsequent GPG reports in coming years will further analyse the pay gap and workforce demographic to inform the action planning and to address barriers identified.</p> <p>A number of meet and greet sessions took place with the Senior Adviser for EDI Wellbeing and Service Directors throughout December 2023 and January 2024 to understand ED&I challenges with particular service areas. A theme throughout was a misunderstanding in relation to the meaning of Sex and Gender, alongside an understanding of what the GPG is. To address this learning gap work will continue with colleagues in Workforce development to address the matters raised.</p> <p>Action: Review December 2024.</p> <p>Workforce data for Sex as of February 2024 will support delivery of change. Whilst it is acknowledged that the Sex for each employee is known as this is a legal requirement for HMRC pay purposes, further work is needed to understand the disposition throughout all services areas, and how our systems, processes and employee</p>											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>lifecycle points may disproportionality impact. As the workforce ED&I delivery plan evolves the strategy and maturity matrix model will follow suit to understand and begin to address matters identified.</p> <p>The following documents/data will support delivery of the strategy vision and to address adverse impact over the next 12months.</p> <ul style="list-style-type: none"> • ED&I Workforce policy • Strategic Commitments • Objectives • Delivery plan (against maturity matrix). • Workforce data for Race as at February 2024. <p>Race:</p> <p><u>February 2024</u></p> <p>Whilst there's currently is no legislative requirement for organisations to report on the Ethnicity Pay Gap, the Government consultation indicates reporting is likely to become mandatory soon. Therefore, consideration will be given in due course as to how this impacts the workforce ED&I strategy in-line with strategic commitments and objectives. The impact upon Ethnicity Pay Gap is unknown at this time, the Council do not report on this set of data. To be reviewed February 2025 or earlier if legislation or best practices suggests.</p> <p>Action – Review February 2025.</p> <p>The workforce data for Race as of February 2024. For clarity, a race is a group of people defined by colour, nationality (including citizenship) ethnicity or national origins. A racial group can</p>																	
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>be made up of more than one distinct racial group, such as Black British.</p> <p>A number of meet and greet sessions took place with the Senior Adviser for EDI Wellbeing and Service Directors throughout December 2023 and January 2024 to understand ED&I challenges with particular service areas. A common theme throughout all was to introduce Support Networks in respective of subjects - Race being highlighted – with a focus on leadership development and attraction of diversity to roles.</p> <p>The following documents will support delivery of the strategy vision and to address adverse impact over the next 12 months.</p> <ul style="list-style-type: none"> • ED&I Workforce policy • Strategic Commitments • Objectives • Delivery plan (against maturity matrix) • Workforce for Race as of February 2024 <p><u>February 2024</u></p> <p>Improved facilities within Council Estate, policies to support equal paternity and maternity time off/payment, alongside surrogacy and leadership development opportunities that are family friendly are some areas identified by the workforce for improvement during recent meet and greet sessions with the Senior Adviser for EDI Wellbeing and Service Directors (December 2023 and January 2024). Active allies are fundamental to increasing confidence and inspiring one another to change culture in relation to these matters. Learning opportunities to understand the importance of allyship/role modelling in the</p>											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>workplace is a great starting point to consider. However, it is worth bearing in mind that the delivery plan will evolve as the Council mature their approach to ED&I offerings (attraction and retention pinpoints). Action – review 2-year maturity matrix point.</p> <p><u>February 2024</u> Extensive desk top research has been carried out this includes: The Workplace and Gender Reassignment, A Guide for Staff and Managers (Revised Edition); Gender Recognition Act 2004; ACAS guidance; Stonewall 'Changing for the Better'; Gender Identity Research and Education Society (Gires); Advancing transgender equality: a plan for action: HM Government; Unison Transgender Workers Rights; a:gender paper: Evidence Gathering in respect of transsexual people and issues; copies of other Force procedures.</p> <p>The way in which our leaders, colleagues, managers and HR procedures operate in relation to supporting transgender colleagues will greatly influence the experience of an employee within the workplace. Employees undergoing or considering undergoing gender reassignment will be concerned with confidentiality issues and levels of support available which may hinder notifying management or HR of their intention to commence gender reassignment. Individuals may choose to leave the Council if support mechanisms/their needs are not taken into account. Therefore, a robust and supportive procedure is essential.</p>											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>Transitioning in the workplace through the gender reassignment process is a unique for each individual and may include any number of changes to a person’s life. There is no ‘right’ or ‘wrong’ way to transition. For some this involves medical intervention, such as hormone therapy and surgeries, but not all trans people want or are able to have this. There may be a variety of reasons including cost, time or simply not feeling the need to. Transitioning could also involve dressing differently, changing official documents, telling friends and family, or a number of other things.</p> <p>The Equality Act 2010 protects those trans people who are ‘proposing to undergo medical intervention’. This leads some employers to presume that only those who transition with medical intervention require support or those who are transitioning from male to female or female to male are protected. Many trans people don’t want to undergo medical intervention or don’t need to. They will still require support to transition at work. Similarly, some people, for example who identify as non-binary or gender fluid, may or may not propose to undergo medical interventions. They too require support.</p> <p>With this in mind, a good starting point for the Council is to develop a number of support frameworks - for example, policy/procedure, managers toolkits, support network and learning offerings. Documentation will evolve as the Council mature their approach to ED&I offerings.</p> <p>Action – review 2-year maturity matrix point.</p>											
--	--	--	--	--	--	--	--	--	--	--	--



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>Marriage/Civil Partnership:</p> <p><u>February 2024</u> In the set of circumstances been considered for this EIA, at this this time there appears to be no matters arising or negative impact identified. As the strategy develops the maturity matrix of deliverables will follow to ensure the needs of the workforce are reviewed and met accordingly.</p> <p>Sexual Orientation:</p> <p><u>February 2024</u> A number of meet and greet sessions took place with the Senior Adviser for EDI Wellbeing and Service Directors throughout December 2023 and January 2024 to understand ED&I challenges with particular service areas. A common theme throughout all was to introduce Support Networks in respective of subjects – Sexual Orientation being highlighted.</p> <p>The workforce data for Sex Orientation (LGB) as of February 2024 will help inform the delivery plan.</p>										
<p>Health impact: (eg physical, mental health, wellbeing, substance misuse)</p> <p><u>February 2024</u></p> <p>Health Impact: There is a positive health impact on our employees, as the strategy, objectvies, delivery plan etc. identify a range of commitments and objectives which will support and develop our workforce - providing opportunities for learning, development and growth, and establishing ways of working that ensures that our practices, process, systems, policies, and procedures support our workforce ED&I vision of making Gateshead Council a great place to work.</p>										



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

<p>Socio Economic impact: (eg neighbourhood, ward, area of deprivation, household group, income, wealth)</p> <p><u>February 2024</u> Socio Economic Impact: The Strategy has been developed to support the Thrive agenda and other corporate strategies e.g., Health & Well-being Strategy, Workforce Strategy, and our corporate plan. The strategy supports the workforce to delivery services to our residents and service users. A range of commitments will improve how we embed EDI into our council-decision making, through - designing ways of working that are aimed at removing barriers throughout the employee lifecycle and service delivery.</p>	
<p>Environmental impact: (does the proposal impact on climate change and the Council’s commitment to be carbon neutral by 2030? Is the proposal in line with the Council’s Environmental Policy? Does the proposal increase natural resource use? Does the proposal increase waste? Does the proposal increase pollution? Does the proposal impact on wildlife? Does the proposal increase car use? Does the proposal increase energy use?)</p> <p>N/A</p>	
<p>Cumulative impact: (consider impact based on successive budgetary decisions relating to the proposal or is the proposal part of wider budgetary considerations that may collectively have an impact on service users, and is potentially at odds with the Thrive agenda)</p> <p>The proposal directly supports the Thrive Agenda and our Corporate plan priorities.</p> <p>This strategy will have to be delivered within existing council resources – budgets and staffing capacity, so a leadership commitment is to make EDI a shared responsibility and priority for everyone at Gateshead Council. All council officers, leadership and councillors will contribute to its delivery.</p> <ul style="list-style-type: none"> • Make EDI a shared responsibility and priority for everyone, at all levels of the Council: leaders, councillors, managers and employees. 	
<p>Summary of consultation/data/research undertaken to inform the assessment:</p>	



Tackle inequality so people have a fair chance

INTEGRATED IMPACT ASSESSMENT TEMPLATE

(eg feedback and engagement with service users, trade unions, employees, partners, public, benchmarking, case studies)

February 2024

The following were invited to review and feedback their comments.

- Service Directors
- Senior Equality, Diversity, and Inclusion Senior Adviser
- Members of the Equalities Network
- Health Advocates
- Trade Unions
- Inclusive Employers
- Gov.Uk
- Equality and Human Rights Commission
- Chartered Institute for Professional Development (CIPD)
- British Swimming

Signed: (completing officer) Stephanie McGuigan, Senior Adviser Equality, Diversity, Inclusion and Wellbeing

Date: 01/03/24

Service Director: (approved) Michelle Brown, Service Director HR, Workforce Development and Health and Safety

Date: 01/03/24