



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



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Title of proposal: Workforce Wellbeing Strategy										Description of potential mitigation
<p>October 2024</p> <p>The Strategy sets out our vision to create a workforce that is healthy, content, resilient and productive, through the right environment and behaviours, so that individual and organisational wellbeing is embedded in everything we do.</p> <p>The Strategy Model showcasing the 5 pillars and strategic approach is based on evidence base information and best practice guidance from health and professional institutes for example NHS, ACAS and CIPD.</p> <p>Its evident, that further research and consultation is required to identify workplace supportive frameworks and provisions to drive a successful delivery plan to mitigate barriers identified. Whilst the employee survey results is one forum to help us with this (data is currently being evaluated) it is recognised that this is not the only initiative that can support. Our involvement within BHAWA will also contribute to this alongside the developed of support networks which is underway.</p> <p>With this in mind, we will monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA. Current information shown is based on initially research. The document will evolve to detail mitigation inline with action plan delivery</p>	Age	Race	Sex	Gender reassignment	Disability	Religion or Belief	Pregnancy and Maternity	Sexual Orientation	Marriage and Civil Partnership	



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<p>and upon analysis of BHAWA survey questions and that of the recent staff survey.</p>										
<p>Equality impact: (✓ all that apply. The assessment should also consider impact on council employees and carers where applicable)</p> <p>Description of impact: <u>October 2024</u> Age: Background Overall the Strategy will have a positive impact for employees with protected characteristics under the Equality Act 2010.</p> <p>We know that 26.09% of our workforce is between the ages of 46 and 55 years. Sickness absence data, in particular musculoskeletal, affects this age bracket more.</p> <p>Whilst it is acknowledged that the D.O.B for each employee is known, further work is needed to understand the demographics of workforce age per service area.</p> <p>By understanding 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, inline with the Workforce Wellbeing Strategy.</p>	✓	✓	✓	✓	✓	✓	✓	✓	✓	<p>October 2024 Age: Mitigation An aging workforce can be impacted by both childcare demands as well as caring responsibilities for older relatives. Whilst working from home has many positive impacts, for example the daily commute is no longer a time or stress factor, this arrangement could negatively impact on certain groups especially those over 40 who may have multiple caring roles. Some of these challenges could include an inability to switch off from additional home responsibilities, longer working hours to fit in around the home routine or increased isolation without the change in environment that the workplace offered.</p> <p>It is vital that managers are alive to the pressures faced by particular age groups, and they regularly check in with team members making wellbeing a focus of one-to-ones. The Policy aims to demonstrate responsibilities of employees and provides useful hyperlink documents for further support.</p>



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										<p>In-line with Gateshead Council’s strategic approach, ‘Thrive’ - to make Gateshead a place where everyone thrives, including our workforce, to underpin this a Wellbeing Workforce Strategy has been drafted. To support delivery of this objectives and activities is also being developed to capture short, medium and long-term priorities for delivery.</p> <p>Its evident, that further research and consultation is required to identify workplace supportive frameworks and provisions to drive a successful delivery plan. Whilst the employee survey results is one forum to help with this (data is currently being evaluated) it is recognised that this is not the only initiative that can support. Our involvement within BHAWA will also contribute to this.</p> <p>With this in mind, we will monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA.</p> <p>One area of priority identified is through the development of support networks for employees. to help us understand the issues and barriers faced by employees within this age category. This piece of work is currently in early stages of progress, Intersectionality working helps us understand health barriers and issues faced by different not only by age but within all protected characteristics.</p> <p>We also understand that a proportion of our workforce have limited access to Council systems, most of which are within the age bracket of 51 – 65. To reach this target audience alternative approaches to online delivery is needed to understand how age impacts</p>
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<p>October 2024 Race, Sex, Pregnancy and Maternity, sexual orientation, religion or belief Background Its evident, that further research and consultation is required to identify workplace supportive frameworks and provisions to drive a successful delivery plan to support the strategy model. Whilst the employee survey results is one forum to help with this (data is currently being evaluated) it is recognised that this is not the only initiative that can support. Our involvement within BHAWA will also contribute to this, alongside analysis of specific questions associated. Furthermore, the introduction of</p>										<p>workstream deliver to support the strategy objectives. One way to mitigate this is to ensure line managers have regular health check ins with staff.</p> <p>Whilst guidance is detailed throughout the strategy to assist employees understanding. It is vital that managers are alive to the pressures faced by particular age groups, and they regularly check in with team members in relation to their understanding of the Strategy.</p> <p>When arranging team meetings, managers can support their staff members by discussing the Strategy and how as an individual and team they can positively influence delivery.</p>
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<p>support networks within the organisation will also enrich delivery priorities.</p> <p>With this in mind, we will monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA.</p> <p>October 2024 Disability: Background We continue to engage with our workforce to gain their trust and confidence to encourage employees to share information about themselves, which includes disability. Currently, 3.49% of our employees have chosen to declare a disability. 31.6% of the Gateshead working age population are disabled.</p> <p>October 2024 Gender Reassignment Background Further consultation is taking place with key stakeholders and best practice forums to understand the health impact to inform successful workstream delivery.</p> <p>October 2024 Marriage/Civil Partnership: Background 41.44% of the workforce are married.</p>										
<p>Health impact: (eg physical, mental health, wellbeing, substance misuse)</p>										



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<p>October 2024 Health Impact:</p> <p>The Strategy sets out our vision to create a workforce that is healthy, content, resilient and productive, through the right environment and behaviours, so that individual and organisational wellbeing is embedded in everything we do. The Strategy also supports the Council’s commitment to being a Better Health at Work Award employer. The Council have committed to achieving a Bronze status award in 2025.</p> <p>There is a positive health impact on our employees, as the Strategy sets out strategic ambitions and vision to support our workforce - making Gateshead Council a great place to work.</p> <p>We will continue monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA.</p>	
<p>Socio Economic impact: (eg neighbourhood, ward, area of deprivation, household group, income, wealth)</p> <p>October 2024 We know that without the right level of wellbeing support and understanding, this can lead to long term sickness absence and employees leaving employment. This will inevitably have an impact on an employee’s household income, quality of life and could lead to further life difficulties. To minimise this impact, the guidance contained within this Strategy will assist managers to provide the right level of support to employees. We know that often a few simple changes to the working environment can make a world of difference.</p> <p>We all play a vital role in supporting our colleagues wellbeing.</p> <p>Socio Economic Impact: The Strategy has been developed to support the Thrive agenda and other corporate strategies e.g., Health & Wellbeing Strategy, Workforce Strategy, and our Corporate Plan.</p> <p>We will continue monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA.</p>	



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<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><u>October 2024</u> No environmental impact has been identified through stakeholder consultation. With this in mind, we will continue monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA.</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><u>October 2024</u> No budgetary provision have been identified through stakeholder consultation. With this in mind, we will monitor and evaluate content, listen to staff experiences, and incorporate the learning we gain over the months/years ahead to continue to evolve the IIA.</p>	
<p>Summary of consultation/data/research undertaken to inform the assessment: (eg feedback and engagement with service users, trade unions, employees, partners, public, benchmarking, case studies)</p> <p><u>September 2025</u> Purpose of IIA 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 Wellbeing 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</p>	



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could be better used, as well as learning or adverse impacts that can be removed or mitigated where possible. If any learning or adverse impacts amount to unlawful discrimination, they will be removed.

Background

Workforce ED&I Strategy

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. 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 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. Our Workforce Wellbeing Strategy policy supports this.

Thrive

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 health inequality and championing fairness and social justice. The Council's and Workforce Wellbeing Strategies underpins Thrive and seeks to address the ambitions of Thrive.

Equality Act 2010

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:

- Sex Discrimination Act 1975
- Race Relations 1976
- Disability Discrimination Act 1995

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.

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



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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 Workforce Wellbeing Strategy.

Background Information Workforce Wellbeing Strategy

The Council has not had a workforce wellbeing strategy in place to address how the Council will approach wellbeing as an organisation to support employees experience good health and wellbeing at work which enables them to deliver great outcomes for each other and the residents of Gateshead. The Strategy sets out our vision to create a workforce that is healthy, content, resilient and productive, through the right environment and behaviours, so that individual and organisational wellbeing is embedded in everything we do. The Strategy also supports the Council's commitment to being a Better Health at Work Award employer.

This strategy sets out the Council's commitment to being an employer of choice, who cares about wellbeing and recognises the role wellbeing can play in terms of attracting, engaging, motivating and retaining a healthy workforce and improving performance, productivity and success. It has been designed to ensure that there is a consistent approach across the Council to all areas of wellbeing activity, with a commitment to making wellbeing a shared responsibility and priority. The strategy supports our corporate objectives in relation to Thrive as set out in the Corporate Plan, Health and Wellbeing Strategy and Workforce Strategy.

Stakeholders:

The following were invited to review and feedback their comments.

- Trade Unions
- Employee Equality Forum
- Health Advocates
- HR and Workforce Development Team
- CSC EDI Task and finish Group
- Communications & Engagement Team
- Public Health
- CIPD
- ACAS
- Virgin Money
- Newcastle University
- Newcastle Building Society

This IIA will be reviewed and updated throughout the lifetime of the development and progression to ensure all potential impacts are considered alongside mitigating circumstances to reduced disproportionately.



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Signed: (completing officer) Stephanie McGuigan

Date: 23 October 2024

Service Director: (approved) Michelle Brown

Date 23 October 2024