

# Equality Impact Assessment

## Introductory Information

**Budget/Project name**

Agency Staffing Provision

**Proposal type**

- Budget
- Project

**Decision Type**

- Cabinet
- Cabinet Committee (e.g. Cabinet Highways Committee)
- Leader
- Individual Cabinet Member
- Executive Director/Director
- Officer Decisions (Non-Key)
- Council (e.g. Budget and Housing Revenue Account)
- Regulatory Committees (e.g. Licensing Committee)

**Lead Cabinet Member**

Cllr Cate McDonald

**Entered on Q Tier**

- Yes
- No

**Year(s)**

<input type="radio"/> 14/15	<input type="radio"/> 15/16	<input type="radio"/> 16/17	<input type="radio"/> 17/18	<input type="radio"/> 18/19	<input type="radio"/> 19/20	<input type="radio"/> 20/21	<input checked="" type="radio"/> 21/22
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**EIA date**

22/10/2021

**EIA Lead**

- |  |  |
|--|--|
| <input type="radio"/> Adele Robinson     | <input type="radio"/> Ed Sexton          |
| <input type="radio"/> Annemarie Johnston | <input type="radio"/> Louise Nunn        |
| <input type="radio"/> Bashir Khan        | <input checked="" type="radio"/> Bev Law |
| <input type="radio"/> Beth Storm         | <input type="radio"/> James Henderson    |
| <input type="radio"/> Diane Owens        |  |

**Person filling in this EIA form**

Peter White

**Lead officer**

Peter White

**Lead Corporate Plan priority**

<input type="radio"/> An In-Touch Organisation	<input checked="" type="radio"/> Strong Economy	<input type="radio"/> Thriving Neighbourhoods and Communities	<input type="radio"/> Better Health and Wellbeing	<input type="radio"/> Tackling Inequalities
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## Portfolio, Service and Team

### Cross-Portfolio

- Yes       No

### Portfolio

Resources

Is the EIA joint with another organisation (eg NHS)?

- Yes       No

### Brief aim(s) of the proposal and the outcome(s) you want to achieve

Requesting a Key Decision from the Co-operative Executive to extend the Agency Staffing Provision contract with Reed Talent Solutions

## Impact

Under the [Public Sector Equality Duty](#) we have to pay due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations

More information is available on the [Council website](#) including the [Community Knowledge Profiles](#).

Note the EIA should describe impact before any action/mitigation. If there are both negatives and positives, please outline these – positives will be part of any mitigation. The action plan should detail any mitigation.

### Overview

#### **Briefly describe how the proposal helps to meet the Public Sector Duty outlined above**

The impact will be to ensure continued access by Council Services to the provision of Temporary staffing to facilitate the delivery key services to the citizens of Sheffield.

The 24-month extension to this arrangement will ensure Sheffield City Council are able to meet the demand of its services where and when we are faced with staff shortages and when we need to act quickly meaning we are unable to respond via our usual recruitment methods due to time restrictions.

This extension will also ensure the citizens of Sheffield continue to benefit from multiple social value initiatives delivered by Reed Talent Solutions.

Reed Talent solutions will strive to maintain or improve on the achievements of the current arrangement and focus on the following key elements:

- Ensure the continued provision of competent, high calibre, well trained and motivated agency staff
- Contribute positively to the Social Value objectives of Sheffield City Council
- Supply all types of labour including Contingent, Interim, Executive, Temp-to-Perm, as well as recruitment of permanent staff when required.
- Provide a panel vendor management approach to subcontracted agencies to ensure that contracts are commercially and operationally sound.

Agency candidates are primarily used to meet short term vacancies (under 6 months), infrequent temporary shift fulfilment and specialist consultant/interim requirements

Reed Talent Solutions collect EDI data from candidates as they are recruited and supply this anonymised data to SCC via a wider monthly MI Report. The report is shared prior to Agency Contract meetings so issues can be discussed between SCC and their supplier. We will ensure we take steps to improve our data collection and how we use this data.

In line with our [Equality Objectives](#), we aim to have a workforce reflective of the working population of Sheffield.

## Impacts

### Proposal has an impact on

<input checked="" type="radio"/> Health	<input checked="" type="radio"/> Transgender
<input checked="" type="radio"/> Age	<input checked="" type="radio"/> Carers
<input checked="" type="radio"/> Disability	<input type="radio"/> Voluntary/Community & Faith Sectors
<input checked="" type="radio"/> Pregnancy/Maternity	<input type="radio"/> Cohesion
<input checked="" type="radio"/> Race	<input checked="" type="radio"/> Partners
<input checked="" type="radio"/> Religion/Belief	<input checked="" type="radio"/> Poverty & Financial Inclusion
<input checked="" type="radio"/> Sex	<input checked="" type="radio"/> Armed Forces
<input type="radio"/> Sexual Orientation	<input type="radio"/> Other

Give details in sections below.

## Health

**Does the Proposal have a significant impact on health and well-being (including effects on the wider determinants of health)?**

Yes       No      *if Yes, complete section below*

### Staff

Yes       No

### Impact

Positive       Neutral       Negative

### Level

None       Low       Medium       High

### Details of impact

Having a process to deploy agency staff where and when necessary, will support the health and wellbeing of our current staff as we aim to mitigate implications of increasing pressure associated with unreasonably high workloads. We are aware of our duty of care and our need to support the wellbeing of our workforce, where the impact of high and unreasonable workloads can often lead to employee burn out and can trigger sickness. Potential impacts on SCC staff mental health should be reduced as temporary staff will be in place at times when support to deliver services is required.

All Agency bookings and extensions to the length of tenure require sign off by a Portfolio Leadership Team via a Resource Control Form. In addition to this a monthly MI report clearly identifies the length of tenure for each candidate to ensure lengthy engagements are kept to a minimum. We will keep this form under review and strengthen this control as and when required.

This measure helps reduce impacts on SCC staff and their opportunities for career progression and keep the use of agency workers for its intended purpose

**Customers**

Yes       No

**Impact**

Positive       Neutral       Negative

**Level**

None       Low       Medium       High

**Details of impact**

We are aware of the impact of unnecessary delays in our service delivery, this proposal will positively impact our customers as we take steps to ensure our service delivery continues when services are faced with staffing issues and ensuring our customers continue to access the SCC Services they require.

Agency candidates are recruited to and assessed against SCC Job Descriptions and person specifications by SCC managers to temporary positions within the Council to ensure candidate have essential skills required for the position. All necessary employment checks (e.g. DBS) are carried out by the Agency with any essential training being put in place prior the start date or as part of the induction process. Ongoing training requirements are met by the Council and/or the Agency supplier. Managers are required to ensure all appropriate training needs are met as we would expect if we were carrying out recruitment via usual recruitment methods.

**Comprehensive Health Impact Assessment being completed**

Yes       No

*Please attach health impact assessment as a supporting document below.*

**Public Health Leads has signed off the health impact(s) of this EIA**

Yes       No

**Health Lead**

## Age

### Staff

Yes     No

### Impact

Positive     Neutral     Negative

### Level

None     Low     Medium     High

### Details of impact

To reduce any impact on SCC staff progression due to the temporary filling of roles via agency workers, guidance on the short-term usage of agency staff has been made a key part of the communications issued to managers. This is further supported by a requirement for all Agency bookings and extensions to gain sign off via a Portfolio Leadership Team via use of a Resource Control Form, ensuring Directors and Heads of Service are fully engaged. A monthly MI report clearly identifies the length of tenure for each candidate to ensure any lengthy engagements are kept to a minimum.

The report is shared prior to Agency Contract meetings so issues can be discussed between SCC and their supplier, with any exceptional lengths of tenure being identified and taken forward by the HR Head of Service to HR Leadership Team.

There has been a substantial increase in the requirement for well-trained/qualified Agency staff from February 2020 to date mainly due to additional staffing needs in the Social Care, Admin & Clerical, Legal and Technical categories and this is directly related to issues raised by the pandemic. This has led to a positive impact on SCC staff as its released pressure on key services and individuals during this period.

### Customers

Yes     No

### Impact

Positive     Neutral     Negative

### Level

None     Low     Medium     High

### Details of impact

Sheffield has a higher proportion of its population aged 65 years or over (16%, or 93,600 people) than the other English Core Cities. This means our services can often be stretched to full capacity as demand on our services can be extremely high. We provide services to the most vulnerable in society and we take steps to ensure our service delivery and that the standards we expect remain high.

Agency candidates are recruited to and assessed against SCC Job Descriptions and person specifications by SCC managers to temporary positions within the Council. All necessary employment checks (e.g. DBS) are carried out by the Agency with any essential training being put in place prior the start date or as part of the induction process. Ongoing training requirements are met by the Council and/or the Agency supplier.

This ensures that Agency staff are fully aware of our customer's needs prior to and during their tenure with the Council.

## Disability

### Staff

Yes     No

### Impact

Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

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**Customers**

- Yes     No

**Impact**

- Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

The 2011 census told us that there are over 103,000 disabled people in the city and over a third of all households include a disabled person. We provide services to the most vulnerable in society and we take steps to ensure our service delivery and that the standards we expect remain high.

The provision of temporary staff impacts significantly on customers with disabilities as a high proportion of temporary staff work in Adult and Children’s care services. Other temporary staff include drivers and driver assistants that transport children with disabilities and vulnerable adults to schools and centres across the city on a daily basis.

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**Pregnancy/Maternity**

**Staff**

Yes     No     Positive     Neutral     Negative

**Level**

None     Low     Medium     High

**Details of impact**

**Customers**

Yes     No

**Impact**

Positive     Neutral     Negative

**Level**

None     Low     Medium     High

**Details of impact**

**Race**

**Staff**

Yes     No

**Impact**

Positive     Neutral     Negative

**Level**

None     Low     Medium     High

**Details of impact**

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**Customers**

Yes     No

**Impact**

Positive     Neutral     Negative

**Level**

None     Low     Medium     High

**Details of impact**

The 2011 census told us that there are over 105,000 citizens who are Black, Asian or Minority Ethnic (BAME) in the city, this is likely to have increased over the past 10 years. This is 23% of the population of Sheffield. We provide services to the most vulnerable in society and we take steps to ensure our service delivery and that the standards we expect remain high.

A number of the Social Value initiatives carried out by the Temporary staffing provider are focussed in deprived areas of Sheffield where a higher proportion BAME citizens are residents.

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**Religion/Belief****Staff**

Yes     No

**Impact**

Positive     Neutral     Negative

**Level**

None     Low     Medium     High

**Details of impact****Customers**

Yes     No

**Impact**

Positive     Neutral     Negative

**Level**

None     Low     Medium     High

**Details of impact**

A number of the Social Value initiatives carried out by the Temporary staffing provider are focussed in deprived areas of Sheffield where a higher proportion BAME citizens are residents. We provide services to the most vulnerable in society and we take steps to ensure our service delivery and that the standards we expect remain high.



## Sex

### Staff

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

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### Customers

Yes  No

### Impact

Positive  Neutral  Negative

### Level

None  Low  Medium  High

### Details of impact

The 2011 census told us that in Sheffield there are 9,086 more women than men who are aged 65+. We provide services to the most vulnerable in society and we take steps to ensure our service delivery and that the standards we expect remain high.

Agency candidates are recruited to and assessed against SCC Job Descriptions and person specifications by SCC managers to temporary positions within the Council. All necessary employment checks (e.g. DBS) are carried out by the Agency with any essential training being put in place prior the start date or as part of the induction process. Ongoing training requirements are met by the Council and/or the Agency supplier.

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## Sexual Orientation

### Staff

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

### Details of impact

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### Customers

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

### Details of impact

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## Transgender

### Staff

Yes       No

### Impact

Positive     Neutral     Negative

### Level

None       Low       Medium       High

**Details of impact**

We do not currently know what a diversity workforce profile is because of the significantly high number of unknown data.

**Customers**

Yes       No

**Impact**

Positive     Neutral     Negative

**Level**

None       Low       Medium       High

**Details of impact**

[Empty text box for details of impact]

**Carers**

**Staff**

Yes       No

**Impact**

Positive     Neutral     Negative

**Level**

None       Low       Medium       High

**Details of impact**

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**Customers**

Yes       No

**Impact**

Positive     Neutral     Negative

**Level**

None       Low       Medium       High

**Details of impact**

A number of SCC customers that are carers would be impacted by the lack of services if temporary staff were not available to deliver key services when SCC staff are unavailable.

Agency candidates are recruited to and assessed against SCC Job Descriptions and person specifications by SCC managers to temporary positions within the Council. All necessary employment checks (e.g. DBS) are carried out by the Agency with any essential training being put in place prior the start date or as part of the induction process. Ongoing training requirements are met by the Council and/or the Agency supplier.

This ensures that Agency staff are fully aware of our customer’s needs prior to and during their tenure with the Council.

**Voluntary/Community & Faith Sectors**

**Staff**

Yes       No

**Impact**

Positive     Neutral     Negative

**Level**

None       Low       Medium       High

**Details of impact**

**Customers**

Yes       No

**Impact**

Positive     Neutral     Negative

**Level**

None       Low       Medium       High

**Details of impact**

**Cohesion**

**Staff**

Yes       No

**Impact**

Positive     Neutral     Negative

**Level**

None       Low       Medium       High

**Details of impact**

[Empty text box for details of impact]

**Customers**

Yes  No

**Impact**

Positive  Neutral  Negative

**Level**

None  Low  Medium  High

**Details of impact**

[Empty text box for details of impact]

**Partners**

**Staff**

Yes  No

**Impact**

Positive  Neutral  Negative

**Level**

None  Low  Medium  High

**Details of impact**

Supply of temporary staff in SCC care services supports the transfer of citizens between NHS services and SCC services.

**Customers**

Yes  No

**Impact**

Positive  Neutral  Negative

**Level**

None  Low  Medium  High

**Details of impact**

Supply of temporary staff in SCC care services supports the transfer of citizens between NHS services and SCC services.

**Poverty & Financial Inclusion**

**Staff**

Yes  No

**Impact**

Positive  Neutral  Negative

**Level**

- None     Low     Medium     High

**Details of impact**

[Empty text box for details of impact]

**Customers**

- Yes     No

**Impact**

- Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

A number of the Social Value initiatives carried out by the Temporary staffing provider are focussed on giving Sheffield citizens the to skills required to gain employment with the provider in the first instance and secondly with the Council.

**Armed Forces**

**Staff**

- Yes     No

**Impact**

- Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

[Empty text box for details of impact]

**Customers**

- Yes     No

**Impact**

- Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

[Empty text box for details of impact]

**Other**

**Staff**

- Yes     No

*Please specify*

[Redacted]

**Impact**

- Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

[Redacted]

**Customers**

- Yes     No

*Please specify*

[Redacted]

**Impact**

- Positive     Neutral     Negative

**Level**

- None     Low     Medium     High

**Details of impact**

[Redacted]

## Cumulative Impact

### Proposal has a cumulative impact

- Yes  No

<input checked="" type="radio"/> Year on Year	<input type="radio"/> Across a Community of Identity/Interest
<input type="radio"/> Geographical Area	<input type="radio"/> Other

#### *If yes, details of impact*

Supply of a Temporary staffing resources supports the majority of SCC services ensuring service delivery is maintained for the residents of Sheffield. The lack of a temporary staffing resource would severely impact on the Councils ability to deliver essential services.

Although the booking of an individual candidate is a short term measure the provision of temporary staffing is a long-term arrangement. Temporary staffing accounts for over 4% of the average pay bill for organisations across both public and private sector and works as an essential staffing solution for continued service delivery.

### Proposal has geographical impact across Sheffield

- Yes  No

#### *If Yes, details of geographical impact across Sheffield*

### Local Partnership Area(s) impacted

- All  Specific

#### *If Specific, name of Local Partnership Area(s) impacted*

## Action Plan and Supporting Evidence

### Action Plan

- Update guidance on the use of agency staff in line with current thinking about workforce planning.
- Work with Reed Talent Solutions to widen the scope for EDI data collection as they currently only report on Gender, Disability, Age and Ethnic Origin. Use existing and new data as part of SCC equalities reporting as this is a key route into SCC jobs.

### Supporting Evidence (Please detail all your evidence used to support the EIA)



Please see attached Form 1 and Form 2

## Consultation

### Consultation required

Yes  No

### If consultation is not required please state why

This is a request to extend an existing contractual arrangement to allow Officers the time required to engage with Councillors and Trade Unions about the future approach to Temporary Staffing Provision in Sheffield City Council.

The impact of the Covid pandemic and current financial challenges have led to a period of uncertainty when assessing our temporary staffing resource requirements. During the last 18 months our type and level of spend on Agency staffing is atypical. At the same time, there are a number of other organisational interventions underway. These includes an organisation VER/VS scheme to support workforce planning and the introduction of recruitment controls that are now in place and starting to make an impact on our resourcing requirements which will allow us to start to assess our future temporary staffing needs.

### Are Staff who may be affected by these proposals aware of them

Yes  No

### Are Customers who may be affected by these proposals aware of them

Yes  No

### If you have said no to either please say why

Continuation of the current contract would maintain the status quo so no change in contract provision would be noticeable.

None – Continuation of existing arrangement

### Escalation plan

**Is there a high impact in any area?**

Yes  No

**Overall risk rating after any mitigations have been put in place**

High  Medium  Low  None

### Sign Off

**EIAs must be agreed and signed off by the equality lead in your Portfolio or corporately. Has this been signed off?**

Yes  No

Date agreed: 11/11/21

**Review Date**

31/03/2023