

## Part A

### Initial Impact Assessment

**Proposal name** Adult Social Care Workforce Development Strategy

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

This EIA is to support the development of Sheffield City Councils Adult Social Care Workforce Development Strategy (ASC WDS) 2023 – 2026. In 2022, Sheffield City Council launched our Adult Social Care Strategy, ‘Living the life you want to live’ 2022 – 2030. Within the Adult Social Care Strategy, one of our key commitments was to ‘Recognise and value the adult social care workforce’.

As part of this we made a commitment in the strategy delivery plan to deliver a long-term workforce strategy which empowers and values the **Adult Social Care (ASC)** workforce, is representative of our diverse communities and sets out how we will improve recruitment, retention and improve conditions for all social care workers in Sheffield.

This ASC WDS sets out the current workforce challenges, the impact on the system and the actions required to overcome such challenges in ASC in Sheffield.

The ASC WDS also meets the obligation in **Our Sheffield One Year Plan 2021/22** to ‘Update our Workforce Development Plan’.

The ASC WDS centres around 5 key areas to support the Adult Social Care Workforce in Sheffield. These are to: Value and empower the ASC workforce, more representative workforce, improve recruitment in ASC, improve retention of workers in ASC and improving conditions for the ASC workforce.

We expect that this strategy will have positive impacts for the ASC workforce in Sheffield relating to a number of areas including equalities. There are specific interventions within the strategy which are focused upon improving equality, diversity and positive outcomes for the workforce.

These include, but are not limited to:

- Recognising the value of the ASC workforce - setting out how we will promote a positive image of social care as a rewarding, challenging, and fulfilling career, and increasing public understanding of social care.
- Better understanding our workforce – improving the information that we hold on the ASC workforce including understanding the reasons why people are leaving roles, how their development needs are being met and how we will meet future workforce needs.
- Supporting Equality, Diversity and Inclusion – aiming to increase the diversity and inclusiveness of the social care workforce in Sheffield, creating career opportunities that appeal to all parts of the community.
- Developing recruitment methods including supporting graduate and apprenticeship opportunities, working with partners to support recruitment into ASC.

- Improving the learning and development offer in ASC and supporting development of career pathways across health & social care.
- Supporting the Health and Wellbeing of the ASC Workforce – supporting best practice and approaches to wellbeing for ASC workforce in Sheffield.

**Proposal type**

- Budget       non-Budget

**If Budget, is it Entered on Q Tier?**

- Yes       No

If yes what is the Q Tier reference

**Year of proposal (s)**

- 21/22     22/23     23/24     24/25     other

**Decision Type**

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

**Lead Committee Member**

Angela Argenzio and George Lindars-Hammond

**Lead Director for Proposal**

Alexis Chappell

**Person filling in this EIA form**

John Chamberlain

**EIA start date**    16/03/2023

**Equality Lead Officer**

- Adele Robinson
- Bashir Khan
- Beverley Law
- Ed Sexton
- Louise Nunn
- Richard Bartlett

**Lead Equality Objective ([see for detail](#))**

- |   |  |   |  |
|---|--|---|--|
| <input type="radio"/> Understanding Communities | <input checked="" type="radio"/> Workforce Diversity | <input type="radio"/> Leading the city in celebrating & promoting inclusion | <input type="radio"/> Break the cycle and improve life chances |
|---|--|---|--|

## Portfolio, Service and Team

**Is this Cross-Portfolio**

- Yes       No

**Portfolio**

People

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

- Yes       No      Please specify

### Consultation

**Is consultation required (Read the guidance in relation to this area)**

- Yes       No

**If consultation is not required please state why**

**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**

This proposal shouldn't directly affect customers.

## Initial 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

For a range of people who share protected characteristics, more information is available on the [Council website](#) including the [Community Knowledge Profiles](#).

## Identify Impacts

**Identify which characteristic the proposal has an impact on tick all that apply**

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

## Cumulative Impact

**Does the Proposal have a cumulative impact**

- Yes  No

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

*If yes, details of impact*

This is a 3-year ASC WDS which should have a positive impact on the ASC workforce across Sheffield.

**Proposal has geographical impact across Sheffield**

- Yes  No

*If Yes, details of geographical impact across Sheffield*

City wide proposal for ASC workforce.

**Local Area Committee Area(s) impacted**

- All  Specific

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

## Initial Impact Overview

**Based on the information about the proposal what will the overall equality impact?**

The aim is to improve equality implications and conditions for all adult social care workers in Sheffield. The proposal aims to value and empower the workforce and make the adult social care workforce more representative of our communities.

**Is a Full impact Assessment required at this stage?**  Yes  No

**If the impact is more than minor, in that it will impact on a particular protected characteristic you must complete a full impact assessment below.**

## Initial Impact Sign Off

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

Yes  No

Date agreed

Name of EIA lead officer

## Part B

### Full Impact Assessment

#### 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

#### Customers

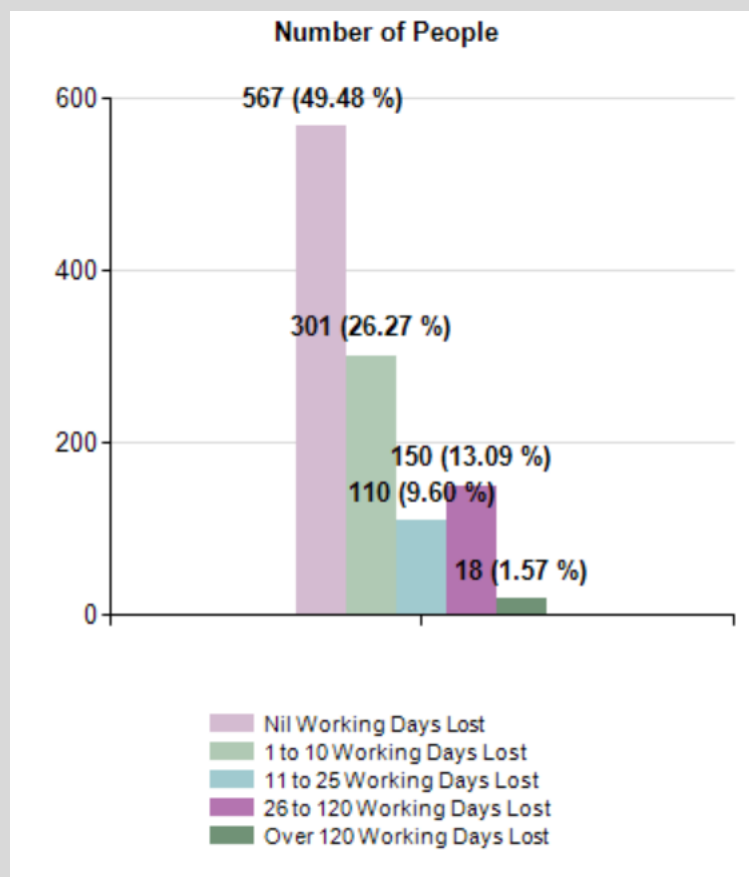
Yes       No

#### Details of impact

This proposal should have a positive impact on staff health. There are specific plans to improve the health and wellbeing of the adult social care workforce in Sheffield.

Currently in ASC in SCC there is approximately 14.5% of the workforce who have had between 26 – 120 or more days lost through absence. This strategy will aim to support workers to return to work where possible.

The strategy will also set out how it will aim to improve some of the underlying areas of sickness and absence. It will support initiatives to improve health and wellbeing and aim to measure and improve staff morale across ASC.



We have limited data on sickness and absence from non-Sheffield City Council (SCC) ASC workforce. The strategy will aim to work with partners to understand the impact of health and wellbeing on the ASC workforce in

Sheffield. We will work with partners to co-design initiatives to improve conditions across ASC.

The ASC WDS will aim to influence areas relating to workforce which will have a positive impact on customers. This includes, but is not limited to:

- Trying to improve equality and diversity amongst ASC workforce and creating a more representative workforce who understand the needs and experiences of the people that they work with.
- Improving the learning and development offer for ASC. This will improve the quality of care available for customers in Sheffield.
- Improving retention of the ASC workforce – this means that we will have a more stable workforce with customers working with people that they know and trust.
- Improving recruitment in ASC – this means that we will have sufficient staff to meet the demands of an aging and the increasingly acute needs of our customers.

**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

**Name of Health  
Lead Officer**

**Age**

**Impact on Staff**

Yes      No

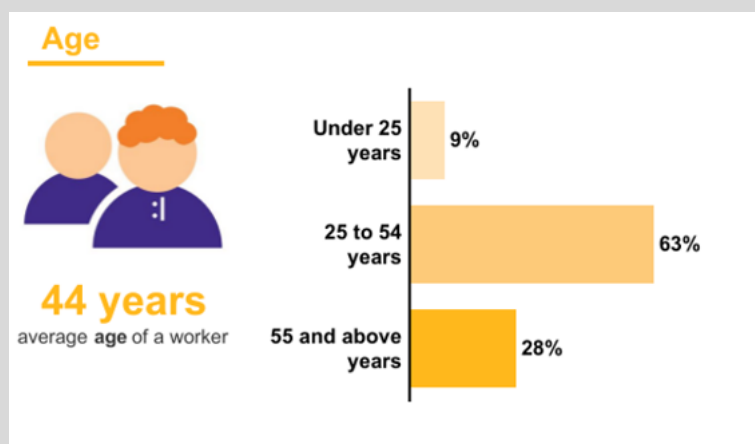
**Impact on Customers**

Yes      No

## Details of impact

This proposal aims to make the adult social care workforce more representative of our diverse communities in Sheffield. Skills for care data currently suggests that the average age of the ASC worker in Sheffield is 44 years old. In SCC the median age of our workforce is 49. Across ASC only 9% of the workforce is age 25 years or younger.

We know that our future workforce is going to require more people working in ASC. Therefore, we need to attract more younger people from a diverse range backgrounds to work and develop in ASC.



In Sheffield there are approximately 7,600 people in receipt of care. A large proportion of people in care are over 65. In Sheffield 95,000 people are over 65 and this figure is projected to increase by 13,000 by 2030. Therefore, the interventions outlined in this proposal should have a positive impact on the elderly population of Sheffield.

The ASC WDS aims to improve recruitment into ASC. We will look at ways to attract a diverse range of people into starting careers in ASC from a range of backgrounds. This will include looking at ways to improve the volume of young people joining and staying in careers within ASC.

We will also look at interventions to improve retention in ASC and look at ways which people can stay in Health and Social Care with rewarding career progression pathways.

The interventions relating to learning and development will also improve the quality of service offered to customers.



## Disability

### Impact on Staff

Yes  No

### Impact on Customers

Yes  No

### Details of impact

In 2021, **9.1% of Sheffield residents were identified as being disabled and limited a lot, a decreased from 10.6% in 2011.**

In 2021, just over one in nine people (**11.6%**) **were identified as being disabled and limited a little, compared with 11.0% in 2011.** The proportion of Sheffield residents who were not disabled increased from 78.3% to 79.4%.

In SCC in 2020-21 15% of the ASC workforce indicated that they had a disability. We do not currently hold data on how many of the wider ASC workforce have disabilities.

We expect that this proposal will have a positive impact on both staff and customers with a disability. This proposal aims to make the adult social care workforce more representative of our diverse communities in Sheffield include those with a disability. We will work with partners in H&SC to improve our understanding of the ASC workforce and look into ways that we can improve health and wellbeing offer for all workers.

SCC recently introduced its Workplace Adjustment Passport which records employee's reasonable adjustments and flexible working arrangements and it had a positive impact on staff with disabilities. Person centred processes such as these are likely to have long term benefits on the accessibility of employment for disabled staff and their ability to develop within the organisation.

This proposal will also improve the learning and development offer for ASC workforce in Sheffield. We expect that this will have a positive impact on the people that they support as we will have a better trained, more stable and supported workforce.

## Pregnancy/Maternity

### Impact on Staff

Yes  No

### Impact on Customers

Yes  No

### Details of impact

The ASC workforce is significantly more female than male, with approximately 83% of the ASC workforce are female. Therefore, pregnancy and maternity issues are likely to have an overwhelming effect on this cohort of workers.

Currently there are no targeted interventions aimed at staff/customers who are pregnant or on a period of maternity leave within this strategy. However, there may be interventions identified later as part of co-design work when we explore health and wellbeing for the ASC workforce. This may raise specific areas and interventions relating to pregnancy/maternity leave which we may need to develop as part of future work.

Where there are interventions and opportunities then we will need to ensure that these continue to be accessible to staff who are pregnant or on maternity leave and ensure that communication is consistent throughout.



## Race

### Impact on Staff

Yes     No

### Impact on Customers

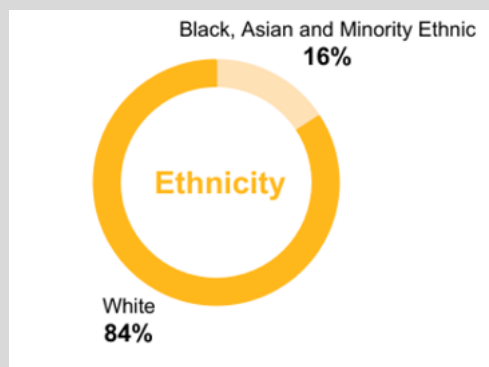
Yes     No

### Details of impact

- In 2021, around **465,400 Sheffield residents said they were born in England** or 83.6% of the local population, a **decrease from around 479,400 in 2011**, (86.7%) of Sheffield's population.
- **Pakistan was the next most represented**, with just under 9,900 Sheffield residents reporting this country of birth (1.8%).
- The number of **Sheffield residents born in countries that joined the EU between April 2001 and March 2011** (other than Poland, Croatia, Lithuania and Romania) **rose from around 3,200 in 2011 to around 6,900 in 2021**

The ASC workforce in Sheffield is made up of around 16% of people who identify as Black, Asian and Minority Ethnic (BAME). This is reflected in SCC where approximately 16% of workers identify as BAME.

In SCC there is a particularly under-representation for British Asian employees. With only 4.5% of workers from this background.



We expect that this proposal will have a positive impact on race for staff and customers in ASC in Sheffield. This proposal aims to make the adult social care workforce more representative of our diverse communities in Sheffield.

There are specific interventions contained within this proposal which will aim to support equality, diversity and inclusion throughout the ASC workforce. These include addressing some of the issues raised as part of the race equality commission & SACHMA reports, working with partners to co-design interventions relating to equality, diversity and inclusion and looking at ways to address and improve diversity in top-earners in ASC.

## Religion/Belief

### Impact on Staff

Yes       No

### Impact on Customers

Yes       No

### Details of impact

The current profiles for religion and belief for Sheffield and SCC employees in shown below:

Sheffield Profile - Religion and Belief Percentages		Sheffield City Council employees - Religion and Belief	
Christian	52.5%	Christian	43.7% 3090 Employees
No Religion	37.7%	No Religion	47.1% 3324 Employees
Muslim	7.5%	Muslim	5.6% 395 Employees
Other	0.5%	Other	2.6% 186 Employees
Buddhist	0.6%	Buddhist	0.3% 19 Employees
Hindu	0.9%	Hindu	0.2% 14 Employees
Sikh	0.2%	Sikh	0.2% 15 Employees
Jewish	0.1%	Jewish	0.1% <10 Employees

The workforce data for the wider ASC workforce doesn't contain accurate information for the workforce on religion or belief.

From the data from our internal workforce, we can see that there is an underrepresentation for our workforce from Muslim and Hindu backgrounds. As part of this proposal, we aim to improve the equality and diversity of the ASC workforce. We will also aim to improve the data we hold on the wider ASC workforce to support our monitoring of the workforce.

This proposal should have a positive impact on customers of ASC services. With more representative workforce our customers will be supported by more people who understand their backgrounds, cultural and religious practices and beliefs.

## Sex

### Impact on Staff

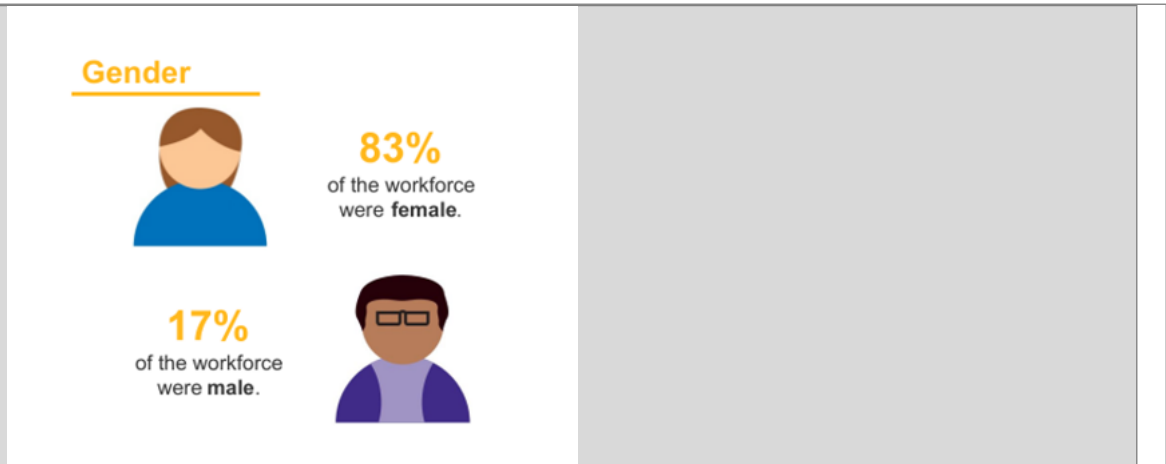
Yes       No

### Impact on Customers

Yes       No

### Details of impact

In ASC we know that the workforce is significantly more female than male, with approximately 83% of the ASC workforce are female.



This proposal aims to make the adult social care workforce more representative of our diverse communities in Sheffield. This proposal is like to have a positive impact on sex and will try to improve gender equality in the ASC workforce.

There may be specific interventions which are picked up as part of this proposal which will specifically support the health and wellbeing of the female workforce. This includes menopause support schemes which have already been trialled within ASC workforce in Sheffield.

### Sexual Orientation

**Impact on Staff**

Yes       No

**Impact on Customers**

Yes       No

**Details of impact**

In SCC 4.7% of the staff identify as LGB+. Data for the representation of the wider workforce for sexual orientation is unclear. This is slightly under-representative of the wider population in Sheffield.

SCC currently has dignity and respect policies in place for the wider workforce and is a proud Stonewall employer.

Whilst there are no targetted interventions aimed at staff/customers sexual orientation within the ASC WDS. There may be interventions identified later as part of co-design work when we explore health and wellbeing and representation of the ASC workforce. This may raise specific areas relating to sexual orientation.

### Gender Reassignment (Transgender)

**Impact on Staff**

Yes       No

**Impact on Customers**

Yes       No

**Details of impact**

Data on Gender Reassignment of the ASC workforce in Sheffield is fairly limited and due to such small numbers cannot be analysed without risking identifying individuals. SCC already has policy and guidance in place to

support trans people in workplace and to enable their managers and colleagues to support them.

The ASC WDS will look to improve data on the ASC workforce and improve equality and diversity across the ASC workforce.

SCC currently has dignity and respect policies in place for the wider workforce and is a proud Stonewall employer.

Whilst there are currently no targeted interventions aimed at this cohort of workers or customers we will review this element as part of the ongoing EIA review for the proposal.

There may be interventions identified as part of co-design work when we explore health and wellbeing for the workforce. This may raise specific areas relating to gender reassignment.

## Carers

### Impact on Staff

Yes       No

### Impact on Customers

Yes       No

### Details of impact

In 2021, **4.7% of Sheffield residents (aged five years and over) reported providing up to 19 hours of unpaid care each week**, a decrease from 7.4% in 2011.

In 2020 – 21 in the SCC ASC workforce 18.5% of staff identified as being an unpaid carer. As SCC has a high numbers of carers within its workforce and the age and sex profile (high numbers of females, median age 49) in comparison to the local community and the nature of the roles within ASC means that there is likelihood of having a high number of carers in this sector.

SCC has already introduced the Workplace Adjustment Passport to support and record flexible working arrangements. There has also been an increase in the amount of discretionary leave and unpaid leave staff can request to help with caring arrangements.

This proposal will seek to support activity to increase awareness of the support available to carers via a co-produced carers strategy.

We expect that this proposal will have positive outcomes for carers in ASC in Sheffield.

## Voluntary, Community & Faith sectors

### Impact on Staff

Yes     No

### Impact on Customers

Yes     No

### Details of impact

The aim is to improve equality implications and conditions for all adult social care workers in Sheffield. The proposal aims to value and empower the workforce and make the adult social care workforce more representative of our communities.

We will include VCFS organisations in future work to co-design interventions relating to the ASC workforce. VCFS organisations are represented on the Sheffield ASC Workforce Board which oversees much of the work referenced in this proposal. This proposal aims to improve cohesion across ASC providers and wider partners.

## Partners

### Impact on Staff

Yes     No

### Impact on Customers

Yes     No

### Details of impact

The proposal will seek to work with partners across AHSC to improve conditions for workforce. The implementation of this proposal should see a positive effect upon partners across the ASC system. There is specific action suggested within the proposal which aim to improve cohesion between H&SC.

## Cohesion

### Staff

Yes     No

### Customers

Yes     No

### Details of impact

This plan should have a positive impact on cohesion across H&SC. The plan will propose cohesive working and integration to address long standing issues surrounding workforce in ASC. There is specific action suggested within the proposal which aim to improve cohesion between H&SC.

## Poverty & Financial Inclusion

### Impact on Staff

Yes       No

### Impact on Customers

Yes       No

### Please explain the impact

This proposal should have a positive impact on poverty and financial inclusion for the ASC workforce in Sheffield. There are specific actions which will aim to improve the learning and development offer for the ASC workforce. We will aim to create specific career development pathways which should make it easier for the ASC workforce to develop and progress across H&SC. This proposal aims to make pay and benefits more equitable across the ASC system. The proposal will also aim to look at ways to recognise and reward the ASC workforce.

## Armed Forces

### Impact on Staff

Yes       No

### Impact on Customers

Yes       No

### Details of impact

Currently there are no targetted interventions aimed at staff/customers from Armed Forces. There may be interventions identified at a later time as part of co-design work when we explore health and wellbeing for the workforce. This may raise specific areas relating to Armed Forces.

## Other

*Please specify*

### Impact on Staff

Yes       No

### Impact on Customers

Yes       No

### Details of impact

## Action Plan and Supporting Evidence

What actions will you take, please include an Action Plan including timescales



There is an action plan included as part of the Workforce Development Strategy. This details the actions and timescales for activity mentioned within the EIA.

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

Evidence mentioned above is taken from SCC equalities data and Skills for Care Workforce Data Set.

**Detail any changes made as a result of the EIA**

No specific changes made as a result of the EIA. We will regularly monitor and update the EIA to reflect work undertaken as part of the strategy.

**Following mitigation is there still significant risk of impact on a protected characteristic.**  Yes  No

**If yes, the EIA will need corporate escalation? Please explain below**

**Sign Off**

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

Yes  No

Date agreed

Name of EIA lead officer

**Review Date**

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