Equality Impact Assessment

Introductory Information

Budget/Project name

Agency Staffing Provision

Proposal type

- Budget
- Project

Decision Type

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

Lead Cabinet Member

Cllr Cate McDonald

Entered on Q Tier

O Yes

No

Year(s)

(-)							
0	0	0	0	0	0	0	•
14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22

EIA date

22/10/2021

EIA Lead

- O Adele Robinson
- Annemarie Johnston
- O Bashir Khan
- O Beth Storm
- O Diane Owens

- O Ed Sexton
- O Louise Nunn
- Bev Law
- O James Henderson

Person filling in this EIA form

Peter White

Lead officer

Peter White

Lead Corporate Plan priority

O An In-Touch	Strong	O Thriving	O Better	○ Tackling
Organisation	Economy	Neighbourhoods	Health and	Inequalities
		and Communities	Wellbeina	-

Portfolio, Service and Team

Cross-Portfolio	Portfolio
○ Yes • No	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 <u>Public Sector Equality Duty</u> 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 <u>Council website</u> including the <u>Community Knowledge</u> <u>Profiles</u>.

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, Tempto-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

In line with our <u>Equality Objectives</u>, we aim to have a workforce reflective of the working population of Sheffield.

Impacts

Proposal has an impact on

how we use this data.

● Health	Transgender
● Age	Carers
Disability	 Voluntary/Community & Faith Sectors
Pregnancy/Maternity	○ Cohesion
● Race	Partners
Religion/Belief	Poverty & Financial Inclusion
● Sex	Armed Forces
 Sexual Orientation 	O 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 \circ No if Yes, complete section below Staff Impact ● Yes ○ No Positive Neutral Negative Level None O Low Medium O 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.

progression	and keep th	e use of agency	/ workers for	its intended purpo	ese		
Customers ● Yes	O No	Impact ● Positive	O Neutral	Negative			
		Level O None	O Low	O Medium	● High		
proposal will service delivensuring ou Agency cand and person Council to enecessary enecessary enecess. On supplier. Ma	re of the implement of	mpact our custons when service continue to according to and s by SCC manadate have essenthecks (e.g. DB put in place pring requirements required to ensure the service of t	omers as we to see are faced where sees the SCC sees assessed against the start do see are met by the start do see all appropriations.	a our service deliverake steps to ensure the staffing issues Services they requainst SCC Job Descorary positions with uired for the position out by the Agencate or as part of the Council and/or riate training need ent via usual recru	re our and ire. criptions hin the on. All cy with any he induction the Agency is are met		
Comprehensive Health Impact Assessment being completed O Yes • No Please attach health impact assessment as a supporting document below.							
	•			pact(s) of this E			
○ Yes ○ N Health Lead							

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

This measure helps reduce impacts on SCC staff and their opportunities for career

review and strengthen this control as and when required.

Disability	y				
Staff		Impact			
Yes	○ No	 Positive 	Neutral	 Negative 	

		Level			_		0 111 1
		None	0	Low	•	Medium	O High
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	•	ior to Agency Co	ntra	ct meetin	gs sc	issues can	be discusse
		supplier, with a					
dentified a	and taken for	ward by the HR	Head	d of Servi	ce to	HR Leaders	ship Team.
There has h	neen a suhsta	intial increase in	the r	equireme	nt fo	r well-traine	d/qualified
		ary 2020 to date		· ·			-
•		& Clerical, Legal a		-			_
		•			_		•
		by the pandemic			•	•	
staff as its i	released pres	sure on key servi	ices a	and indivi	duals	during this I	period.
ustomers		Impact					
ustomers Yes	O No	Impact ● Positive	0	Neutral	0	Negative	
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This ensures that Agency staff are fully aware of our customer's needs prior to and during their tenure with the Council

of the induction process. Ongoing training requirements are met by the Council

Pregnancy/Maternity

and/or the Agency supplier.

Staff

Impact

O Yes	● No	O Positive	0	Neutral	0	Negative		
		Level ● None	0	Low	0	Medium	0	High
Details of	impact							
Custome r ○ Yes	s • No	Impact O Positive	0	Neutral	0	Negative		
		Level None	0	Low	0	Medium	0	High
Details of	impact							
tace								
Staff O Yes	• No	Impact O Positive	0	Neutral	0	Negative		
		Level ● None	0	Low	0	Medium	0	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.								
Customer ● Yes	os O No	Impact ● Positive	0	Neutral	0	Negative		

	Level O None	O Low	Medium	O 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.							
Agency candidates are recand person specifications Council. All necessary empagency with any essential of the induction process. Cand/or the Agency supplied This ensures that Agency and during their tenure with the specific tenure with the specif	by SCC man ployment ch I training bei Ongoing trai er. staff are full	nagers to tem ecks (e.g. De ing put in pla ning requirer ly aware of o	iporary positions w 3S) are carried out ce prior the start d nents are met by the	ithin the by the ate or as part ne Council			

Religion/B	elief				
Staff O Yes	• No	Impact ○ Positive	○ Neutral	Negative	
		Level ● None	O Low	O Medium	O High
Details of in	npact				
Customers ● Yes	O No	Impact O Positive	Neutral	Negative	
		Level O None	O Low	Medium	○ High
Details of in	npact				
A number of provider are BAME citizer	f the Social Va focussed in cons are resident steps to ensi	deprived areas its. We provide	of Sheffield w e services to th	the Temporary s here a higher pro ne most vulnerab that the standard	oportion le in society

Sex					
Staff		Impact			
○ Yes	No	Positive	Neutral	 Negative 	
		Level	O Low	O Madium	○ High
		None	O Low	Medium	O High
Details of i		SCC staff area	arassian dua t	to the temporary	filling of
roles, guida	ance on the sh	ort-term usag	e of agency s	taff has been mad	de a key part
				urther supported to gain sign off v	
Leadership	Team via use	of a Resource	Control Form	, ensuring Direct	ors and
				port clearly identi ngthy engagemer	
to a minim	um.				
				ngs so issues can	
				al lengths of tenuice to HR Leaders	
		·			
			•	ent for well-traine additional staffin	•
				categories and this	
	•	•		to a positive impa	
staff as its r	eleased pressi	ire on key serv	ices and indivi	duals during this p	period.
Customers O Yes	• No	Impact ○ Positive	○ Neutral	Negative	
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		● None	○ Low	○ Medium	O High
Details of i	mnact				
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				: vulnerable in soo e standards we e	
high.			•		•
				ainst SCC Job Des	•
				orary positions wi) are carried out	
Agency wit	h any essentia	al training bein	ig put in place	prior the start da	ate or as part
	ction process. Agency suppl		ing requireme	ents are met by th	ie Council
This ensure	s that Agency	staff are fully		customer's need	s prior to
and during	their tenure v	vith the Counc	II		

Sexual Orie	entation						
Staff ○ Yes	• No	Impact ○ Positive	0	Neutral	0	Negative	
		Level ● None	0	Low	0	Medium	○ High
Details of im	nact						
To reduce ar roles, guidar of the comm requirement Leadership T Heads of Ser	ny impact on nce on the sh unications is for all Agend eam via use rvice are full nure for each	SCC staff prog nort-term usag sued to manag cy bookings an of a Resource y engaged. A r candidate to e	e of gers. Id ex Con nont	agency standard This is functions to troin Form, had made and the management of the magerial and the mageria	aff h rthei o ga ens ort o	as been mar supported in sign off vuring Direct clearly ident	de a key part by a ia a Portfolio cors and ifies the
between SCO	C and their s	r to Agency Co upplier, with a ard by the HR	ny e	xceptional	leng	gths of tenu	re being
related to iss staff as its re Customers	ues raised by leased pressu	Clerical, Legal and the pandemic ure on key serv Impact	. Thi	s has led t and indivic	o a p	ositive impa during this	nct on SCC
O Yes	● No	PositiveLevel	O	Neutral	O	Negative	
		None	0	Low	0	Medium	O High
Details of im	nact						
Agency cand and person s Council. All r Agency with of the induct and/or the A This ensures	idates are respecifications necessary en any essentiation process. gency supplet that Agency	ecruited to and by SCC mana apployment che al training bein Ongoing trainier. The staff are fully with the Councillation in the counci	gers cks (g pu ing r	to tempo (e.g. DBS) t in place requiremen	rary are prior nts a	positions w carried out the start d re met by tl	ithin the by the ate or as part he Council

Transgen	der				
Staff O Yes	• No	Impact ○ Positive	Neutral	Negative	
		Level ● None	O Low	O Medium	O High

	urrently knov	v what a divers of unknown d			prof	ile is because	e of the
Customers O Yes	• No	Impact ○ Positive	0	Neutral	0	Negative	
		Level ● None	0	Low	0	Medium	O High
Details of in	pact						
Carers							
Staff ○ Yes	• No	Impact O Positive	0	Neutral	0	Negative	
		Level ● None	0	Low	0	Medium	O High
roles via age been made a supported by off via a Port Directors an identifies the engagement. The report is between SCG identified an There has be	ny impact on ency workers a key part of y a requirement of the ends of Selength of test are kept to and their sed taken forw	SCC staff prog , guidance on t the communic ent for all Ager ship Team via u ervice are fully nure for each of a minimum. To Agency Co upplier, with an ard by the HR	the stationary lands and the state of the st	short-term ns issued toookings a of a Resou gaged. A m didate to en ct meeting xceptional d of Service	usa no m nonth nonth nsur gs so leng ce to	ge of agency anagers. This extensions to Control Formally MI reporte any length o issues can by the of tenural HR Leaders or well-trained	y staff has s is further gain sign n, ensuring c clearly y De discussed e being hip Team.
the Social Ca related to iss	re, Admin & (ues raised by	y 2020 to date Clerical, Legal at the pandemic. Ire on key servi	nd T Th	echnical ca is has led to	atego o a p	ories and this ositive impac	is directly ct on SCC
• Yes	O No	O Positive	0	Neutral	0	Negative	
		O None	0	Low	0	Medium	● High

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

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

and/or the Agency supplier.

	Sectors		
Impact O Positive	○ Neutral	Negative	
Level ● None	O Low	O Medium	O High
Impact ○ Positive	Neutral	Negative	
Level ● None	O Low	O Medium	O High
	O Positive Level ● None Impact O Positive Level	O Positive O Neutral Level ● None O Low Impact O Positive O Neutral Level	O Positive O Neutral O Negative Level ● None O Low O Medium Impact O Positive O Neutral O Negative Level

Cohesion					
Staff O Yes	● No	Impact ○ Positive	Neutral	Negative	
		Level O None	O Low	O Medium	O High

Details of im	pact						
Customers	- N	Impact					
⊃ Yes	• No	Positive	O	Neutral	O	Negative	
		Level O None	\circ	Low	\circ	Medium	○ High
		O None	O	LOW	O	Medium	○ High
Details of im	pact						
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Staff • Yes	○ No	ImpactPositive	0	Neutral	0	Negative	
		Level				-	
		None	0	Low	0	Medium	High
Details of im	npact						
Supply of ter	mporary staff	in SCC care se		ces support	s th	ne transfer of	f citizens
between NHS	S services and	SCC services	•				
Customers Yes	O No	Impact ● Positive	\cap	Neutral	\cap	Negative	
- 163	O INU		O	iveuu ai	O	Negative	
		Level O None	0	Low	0	Medium	● High
N-4-11. C1			٠		_		
Details of im Supply of ter		in SCC care se	ervi	ces support	s th	ne transfer o	f citizens
		SCC services		, ,			

Poverty & Financial Inclusion					
Staff O Yes	● No	Impact ○ Positive	○ Neutral	○ Negative	

	Level ● None	O Low	O Medium	O High
Details of impact				
Customers ● Yes ○ No	Impact Positive	Neutral	Negative	
	Level O None	O Low	Medium	○ High
Details of impact				
A number of the Social N provider are focussed or employment with the pr	giving Sheffie	ld citizens the	to skills required	l to gain

Armed Fo	rces				
Staff O Yes	• No	Impact ○ Positive	O Neutral	Negative	
		Level O None	O Low	O Medium	O High
Details of	impact				
Customers O Yes	s ● No	Impact ○ Positive	Neutral	Negative	
		Level O None	O Low	O Medium	O High
Details of	impact				

Other			
Staff O Yes	• No	Please specify	

	Impact ○ Positive	O Neutral	Negative	
	Level None	O Low	O Medium	O High
Details of impact				
Customers ○ Yes • No	Please specia	fy		
	Impact ○ Positive	Neutral	Negative	
	Level ● None	O Low	O Medium	O High
Details of impact				

Cumulative Impact Proposal has a cumulative impact Yes \bigcirc No Year on Year Across a Community of Identity/Interest O Geographical Area 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 O Yes No If Yes, details of geographical impact across Sheffield Local Partnership Area(s) impacted Specific All 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 • N

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