

# Community Impact Assessment

People Strategy 2023 - 2027 and beyond

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This is the County Council's Community Impact Assessment (CIA) policy providing both guidance and templates to help you to carry out your assessment. It is split into three sections as follows:

- Section 1**    **CIA Guidance**
- Section 2**    **The CIA Template**
- Section 3**    **Submitting your CIA**

## **Section 1: The CIA Guide**

### **What is a CIA?**

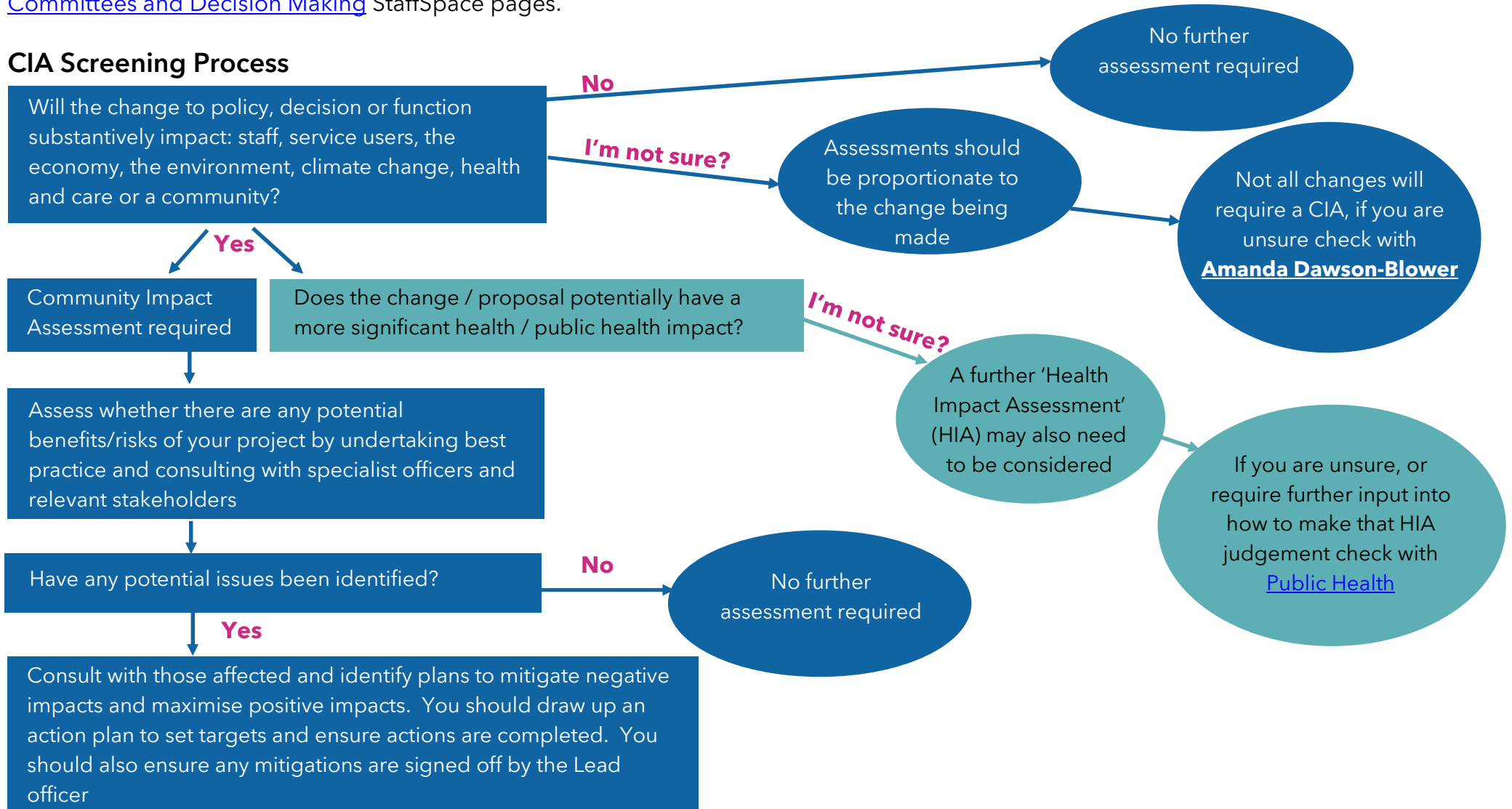
Equality, Diversity and Inclusion is at the heart of everything we do as a Council. A CIA is a helpful tool that we use to assess the impact of our work on our communities, in line with our commitment to equality. By completing a thorough CIA we are able to ensure that we minimise potential negative consequences for everybody.

### **When do I need to undertake a CIA?**

Generally, changes to services, policies and strategies we deliver, and commission, will require an assessment to measure their impact upon communities and their environment. Assessments should be proportionate to the change being made. Not all changes will require an assessment, if you are unsure you can check with [Amanda Dawson-Blower](#), who will also be able to provide you with support to undertake your CIA if required.

Most Cabinet reports will require a CIA and key information from your assessment should inform your recommendations within the report. For more information about the County Council's decision-making processes and to access the Cabinet report template, visit the [Committees and Decision Making](#) StaffSpace pages.

### CIA Screening Process



## Key steps to consider:

- **Read the guidance** before you start! We also have a [CIA Learning Hub module](#) with tools and resources to support you too.
- If your project involves processing **personal data** in a different way, contact [infogov@staffordshire.gov.uk](mailto:infogov@staffordshire.gov.uk).
- It is important to **undertake your CIA early**, during the planning stage of your project, it is a tool to help inform your decision and should not be undertaken after you have made your decision. It is therefore important to ensure adequate lead-in time to undertake necessary data gathering and analysis.
- Undertaking **research and engagement** will provide you with an evidence base to identify actions that will either lessen the risk or maximise the benefits. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits. Again, you should take a proportionate approach to the amount of research and engagement you undertake.
- **Involve other people** - they may have some creative solutions for enhancing positive and reducing negative impacts! A project team will provide different expertise and if your project relates to a specific location involve the relevant [Strategic Delivery Manager](#).
- **Complete the CIA Template** - The templates below in section 2 set out what is required to complete the various key sections of your CIA. The template enables you to record which groups of people will potentially be most affected by your project (utilising the data gathering/analysis undertaken earlier), what the benefits and/or risks may be and how you will mitigate any potential risks.
- **Provisional assessments** - At the initial stages, you may not have all the evidence you need so you can conduct a provisional assessment. However, you must put in plans to gather the required information so that a full assessment can be completed.
- **Submit your CIA** - Section 4 sets out how to submit your CIA and also contains a checklist of actions that should be completed before submission - it will be useful to familiarise yourself with this checklist before beginning your assessment.

## Section 2: The CIA Template

Important points to note when completing the template:

- The CIA is split into a number of different categories - you don't have to fill in all of them, just those that are relevant to your project
- When your assessment is complete, delete the sections not applicable
- Ensure you only include relevant information to keep the forms as succinct as possible

### ➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e. considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Age</b> - older and younger people</p> <p><b>The age profile of the Council shows that over 72% of our workforce is over 40 and 47% over 50 with a small cohort of staff under the age of 20. We have an ageing workforce and need to work, attract and retain more young people through</b></p>	<p>People Strategy is supportive of our people of all ages. Apprenticeships are increasing as are other</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>consistent talent management, our apprenticeship and graduate programme and succession planning</b></p>	<p>early career opportunities.</p>	<p>refreshed People Strategy</p> <p>Good succession planning needed to manage risk of ageing workforce</p>	
<p><b>Disability</b> - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p> <p><b>Of employees who have reported whether they have a disability, 7% have reported yes, and 93% no or not stated. This is broadly reflective of the general population of Staffordshire. Approximately 1 in 4 people in the UK will experience a mental health problem. Our highest reason for sickness absence is stress and mental health reasons.</b></p>	<p>People Strategy is supportive of our people regardless of disability and the positive work environment pillar commitments support building mental health awareness and further enhancing wellbeing support. The foundation also ensures that inclusivity for all is a key objective. EDI is also foundation within our People Policies</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p> <p>People Services/Managers aware of workplace support for mental Health MindKind and ThinkWell.</p> <p>ThinkWell has specialist providers who can support.</p> <p>The network of mental health first aiders</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>The foundations blocks in the People Strategy make clear links to the mental health support available.</p>		
<p><b>Gender reassignment</b> - those people in the process of transitioning from one sex to another.</p> <p><b>The council does not keep data on Gender reassignment.</b></p>	<p>People Strategy is supportive of our people that are on the journey or completed gender reassignment.</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>
<p><b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work</p> <p><b>40% are married</b> <b>27% not shared this information</b> <b>33% Other</b></p>	<p>People Strategy is supportive of our people no matter their marital status</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers</p> <p><b>2.5% of our people take maternity or paternity leave per annum</b></p>	<p>People Strategy is supportive of our people during any period of authorised leave.</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements.</p>
<p><b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p> <p><b>7% of our people identify as BAME and 77% white British with the rest not stating.</b></p> <p><b>Overall there is little ethnic diversity across Staffordshire with the population being predominantly White British. Data from the 2011 Census suggests that local concentrations of minority ethnic population are mainly within Burton in East Staffordshire, with the single largest minority group in these areas being Pakistani.</b></p>	<p>People Strategy applies to our people without discrimination or disadvantage regardless of any protected characteristic.</p> <p>One of the foundations of the strategy is Equality, Diversity and Inclusion.</p> <p>The pillar on promoting a positive work environment covers inclusivity</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p> <p>Black Workers Group approached as part of implementation.</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>



Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>The how we work section on leadership and our people also incorporated valuing diversity and being inclusive of others</p> <p>Helps promote the importance of EDI principles</p>		
<p><b>Religion or Belief</b> - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered</p> <p><b>33% Cristian and 5% other religions. High proportion did not compete this data in their MYHR personal information.</b></p>	<p>People Strategy is supportive of our people of all communities and religions.</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>
<p><b>Sex</b> - men or women</p> <p><b>The Council employs a higher percentage of women (76%) than men (24%)</b></p> <p><b>Our mean Gender pay gap is 9.7%</b></p> <p><b>Our Median Gender Pay gap is 13.7%, which has reduced.</b></p>	<p>People Strategy supportive of our people regardless of gender or sexuality</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p> <p><b>Our people report that 2.3% of them are LGBTQ+</b></p>	<p>People Strategy is supportive of our people regardless of gender or sexuality</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Detailed implementation plan together with clear monitoring arrangements</p>

## ➤ Workforce Assessment

**\*\*This section only needs to be undertaken if your proposal affects SCC staff\*\***

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** - the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.
- For support to complete this section, please contact your People Operations Adviser.

<p><b>Who will be affected</b> - consider the following protected characteristics: age, disability, gender reassignment, marriage &amp; civil partnership, pregnancy &amp; maternity, race, religion or belief, sex and sexual orientation</p>	<p><b>Benefits</b></p>	<p><b>Risks</b></p>	<p><b>Mitigations / Recommendations</b></p>
<p>73 % of our people live in Staffordshire.</p> <p>64% are full time and 35% part time 1% casual hours.</p> <p>94% permanent.</p> <p>We do use agency workers to support critical role gaps. The People Strategy considers Agency Workers as part of our people whilst with the organisation.</p> <p>Our people are important to the delivery of services and the People Strategy is about our people and investing in them and with them</p> <p><b>See above table for EDI data against the protected characteristics.</b></p>	<p>The People Strategy will benefit all our people and has been developed with them.</p>	<p>Managed by engagement with diverse range of our people in the development and launch of the refreshed People Strategy</p>	<p>Effective communication and engagement plan to ensure that all our people made aware of the new People Strategy and how they can engage with it and live our values</p>

## ➤ Health, Well-being and Social Care Assessment

A key priority within our Strategic Plan is to ‘Encourage good health and well-being, resilience and independence’. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations:

- Determine how the proposal will impact on resident’s health and wellbeing (mental and physical), and whether the proposal will impact on health inequalities.
- Consider whether the proposal will impact on demands for, or access to, social care support for those eligible under the Care Act 2014.
- Also consider whether your proposal positively promotes or negatively impacts healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- If the proposal potentially has a more significant impact on health and wellbeing (of individuals or communities), where applicable, **a further ‘Health Impact Assessment’ may need to be considered.** Please contact [Public Health](#) to discuss or for further advice and guidance on completing a ‘Health Impact Assessment’.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Mental Health	Council is commitment to mental health awareness and has detailed MindKind support including access to early intervention support	None identified	WellMe Wellbeing Strategy

Key considerations	Benefits	Risks	Mitigations / Recommendations
	and network of mental health first aiders		
Healthy Lifestyles	Health and Wellbeing of our people is a key component of our people strategy and Staffordshire offers a wide range of wellbeing support covering physical health, mental health, financial wellbeing and social wellbeing.	None identified	WellMe Wellbeing Strategy
Safeguarding	Relevant People Policies and Health, safety and Wellbeing	None identified	HR Policies and Procedures

Key considerations	Benefits	Risks	Mitigations / Recommendations
	arrangements cover safeguarding		

### ➤ Communities Assessment

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.
- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others. For example, rural communities, or the Armed Forces community (ensuring consideration of the Armed Forces Act 2021, and due regard to help improve access to public services) etc.
- Engage with [Strategic Delivery Managers](#) (SDMs) - they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

Key consideration	Benefits	Risks	Mitigations / Recommendations
Volunteering	Volunteer workforce considered as effective part of our people strategy	None identified	N/A

## ➤ Economic Assessment

A key priority within our Strategic Plan is to ‘Support Staffordshire’s economy to grow, generating more and better paid jobs’. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a ‘go to’ location for new businesses to invest and start up and existing businesses to grow.
- Consider whether the proposal will impact upon resident’s income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

Key consideration	Benefits	Risks	Mitigations / Recommendations
Poverty and Income	Financial Wellbeing Offer and Cost Living Support	None identified	N/A
Access to jobs/ Good quality jobs	Over 70% of our people live in Staffordshire  SMART Working assists flexibility  Broad range jobs with development opportunities	None identified	N/A

Key consideration	Benefits	Risks	Mitigations / Recommendations
	Growing Apprenticeships and other early career opportunities		

### ➤ Climate Change Assessment

A key priority within our Strategic Plan is to 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations:

- Our mission is to 'Make Staffordshire Sustainable', and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of "net zero".
- If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.
- It would also be useful if there could be a carbon impact (tonnes of CO<sub>2</sub>e), attributed to the completion of the entire project.
- Any carbon saving that can be attributed to the proposal, should also be explained and quantified.
- It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.
- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.



- Please contact the Sustainability and Climate Change Team at [sustainability@staffordshire.gov.uk](mailto:sustainability@staffordshire.gov.uk) for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Smart Working	SMART Working agenda is allowing our people to reduce their personal carbon footprint.	None identified	N/A

### ➤ Environment Assessment

Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire's built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Environmental aspects of work	Projects that form part of the people strategy will consider any environmental impacts.	None identified	Ensure considered in project development



## Section 3: Submitting your CIA

Prior to submitting your Community Impact Assessment (CIA), please ensure that the below actions have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

- The project supports the Council's [Strategic Plan](#) and [Medium Term Financial Strategy](#)
- The aims, objectives and outcomes of the project have been clearly identified and it is clear what the decision is or what decision is being requested
- For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible)
- The appropriate evidence has been used to inform the CIA and decision - engagement / consultation, data, research, local knowledge
- The appropriate people have been involved to provide knowledge and expertise to inform the CIA / decision. *In addition, and where appropriate, consideration of a further HIA has also taken place informed by Public Health colleagues*
- The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010, the Armed Forces Act 2021, and how it has considered the impacts of any change on people with protected characteristics and our Armed Forces community

### Next Steps:

- When you are satisfied you have completed the above actions, the CIA needs to be approved as appropriate - depending on the size of your project, this could be your manager, project lead or SLT
- If your CIA is going to Cabinet, it should be submitted as part of the Cabinet papers
- You should also submit your CIA to [amanda.dawson-blower@staffordshire.gov.uk](mailto:amanda.dawson-blower@staffordshire.gov.uk)