

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.**

**1. Proposal Details**

Lead Officer	Head of Service	Service Area & Department	Date
Neil Cooksley	Lynne Donovan	People Services	01/09/2021

**What is the proposal to be assessed? *Provide brief details of the proposal and provide a link to any relevant report or documents.***

**The Council’s proposed ‘Workforce Development Strategy 2021 – 24’, attached at Appendix 1.**

Proposal aim: to develop our employees to maximise their capabilities, effectiveness and resilience to support the re-purposing and re-shaping of our services in response to the many challenges we face as a Council moving forward with a workforce that is fit for purpose and representative of our local demographic. .

## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b><i>The strategy outlines our commitments to supporting people regardless of protected characteristics</i></b>			
<b>Age (people of all ages)</b>	<p>Positive impact. It is recognised that the key principles of this Strategic Workforce Development Plan will have significant benefits for our employees, i.e. permanent, casual and temporary.</p> <p>The plan also demonstrates the significant amount of time and funds we are committed to invest in our workforce to ensure we can provide the best possible service to our residents and help us become more resilient to change in the future.</p> <p>As one of the largest employers in the borough, this workforce development strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development.</p> <p>Positive impact: A new Digital Learning Platform will be a key component in enabling our employees to train and diversify their skillsets. Having a multi-skilled workforce and the flexibility that offers is a key factor in supporting our future service delivery. The promotion and engagement of staff in learning and</p>	<p>Mitigation of negative impact: This Strategy supports digitalisation and effective engagement and under this strategy the Council will be looking at options to address issues associated with digitalisation/new technology including the development of a functional mobile platform, additional support and digital skills training and access to more digital Council systems for frontline staff.</p>	<p>The foundations of this strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer &amp; Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce. Opportunities to continue to support wellbeing, work life balance, actively promote inclusivity and equality and reduce carbon footprint through our current &amp; proposed enhancements to agile and flexible working are supported under this strategy.</p> <p>Significant engagement and consultation was conducted to inform the strategy.</p> <p>Our workforce profile assessment</p>

	<p>development should lead to many benefits for both our colleagues and the Council as a whole.</p> <p>Potential negative impact: Our frontline workforce do not currently have a Council email address or access to Council systems including ITrent Self Service. This can cause inequality of accessibility to information for this group of staff.</p> <p>Negative impact: Some colleagues may have less experience/knowledge of digital platforms and may not have the digital skills to feel confident to use eLearning and digital resources to learn.</p>		<p>identified an aging workforce and an aging workforce in our front line positions where digital skills and use of technology is not part of their roles.</p> <p>In our staff survey it was noted that 57% of respondents listed face-to-face as their preferred method of learning. However, only 3% of respondents listed digital skills as a barrier to learning.</p>
<p><b>Disability</b> (<i>people with disabilities/ long term conditions</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>Potential negative impact: The development of new technology and methods of delivering learning and training digitally could present additional/new challenges to employees with conditions or disabilities.</p>	<p>Mitigation of negative impact: We will ensure our eLearning and digital resources adhere to accessibility guidelines and where necessary alternative means of delivery will be provided i.e. face-to-face</p>	
<p><b>Gender Reassignment</b> (<i>anybody who’s gender identity or gender expression is different to the sex they were assigned at birth</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p><b>Marriage or Civil Partnership</b> (<i>people who are married or in a civil partnership</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		

<p><b>Pregnancy and Maternity</b> <i>(women who are pregnant and/or on maternity leave)</i></p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The Council supports the protections given to staff who are pregnant and/or on maternity leave under UK law.</p>		
<p><b>Race</b> <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>Workforce planning will challenge our managers to consider the demographics of their teams, whilst encouraging the development of a more diverse workforce.</p> <p>The Workforce Development Strategy makes specific and targeted links to our Strategic Equality Plan and actions identified within.</p>		
<p><b>Religion or Belief</b> <i>(people with different religions and beliefs including people with no beliefs)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p><b>Sex</b> <i>(women and men, girls and boys and those who self-identify their gender)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p><b>Sexual Orientation</b> <i>(lesbian, gay, bisexual, heterosexual, other)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		

### 3. Socio-economic Duty (Strategic Decisions Only)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:**

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<b><u>Socio-economic Disadvantage</u></b>	<b>Does the proposal have any positive, negative or neutral impacts on the following and how?</b>	<b>If there are negative impacts how will these be mitigated?</b>	<b>What evidence has been used to support this view?</b>
<p><b>Low Income / Income Poverty</b> <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Positive impact: The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.</p> <p>Under this strategy, we will seek to address the challenges identified in our stakeholder engagement through the further development of our recruitment strategies and procedures. We will explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p> <p>The Council supports payment of the foundation living wage which supports young people starting in modern apprenticeship roles and colleagues in entry level positions to be paid a living wage. It is noted that this is often more than what is offered for comparable roles in the private sector.</p>		<p>The Council's Pay policy Statement 2021.</p> <p>Workforce Partnership Council (WPC) Agreement on the acceptable use of Non Guaranteed Hours Arrangements (NGHA)</p>
<p><b>Low and/or No Wealth</b> <i>(enough money to meet basic living costs and pay</i></p>	<p>Positive impact as above – Non Guaranteed Hours Arrangements (NGHA) Review and sustainable employment opportunities.</p>		

<i>bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>			
<b>Material Deprivation</b> <i>(unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i>	Neutral impact		
<b>Area Deprivation</b> <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?)</i>	<p>Positive impact. As stated above, the changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. Under this strategy, this will include the development of <i>agile working solutions</i> to meet our ever changing service needs. This can provide choice for many as to where they work and opportunity to attain a job of choice is enhanced.</p> <p>Possible negative impact: It is recognised that some job roles will not support agile working and these front line opportunities may remain inaccessible for some.</p>	Front line working opportunities exist throughout the County Borough, providing choice and options for people to work locally and within a reasonable proximity to their home.	Categorisation data collected as part of the Agile Working Corporate Review has evidenced the number of roles within each category of work.
<b>Socio-economic Background</b> <i>(social class i.e. parents education, employment and income)</i>	Neutral impact		
<b>Socio-economic Disadvantage</b> <i>(What cumulative impact will the proposal have on people or groups because of their protected</i>	Positive impact – as above		

<i>characteristic(s) or vulnerability or because they are already disadvantaged)</i>			
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#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) Well-being Objectives*

<p><b>Objective 1</b> - Improve education opportunities for all</p>	<p>Positive impact – the strategy supports a centrally co-ordinated learning &amp; development function and the exploration of a digital learning platform.</p> <p>The strategy includes the section ‘Managing talent and creating opportunity’. In this section our actions include the development our employment programmes creating opportunities for people in our communities to access training, work placements and employment.</p>
<p><b>Objective 2</b> - Enabling employment</p>	<p>Positive impact – through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review; the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p>
<p><b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>N/A</p>
<p><b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>N/A</p>



<b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015	N/A – will be addressed through the Council’s Wellbeing Strategy
<b>Objective 6</b> - Support citizens to remain independent and improve their well-being	Positive impact in an employee context for the reasons stated in this Integrated Impact Assessment (IIA) and the comprehensive content of the Workforce Development Strategy.






**4a. Links to any other relevant Council Policy**  
*(How does your proposal deliver against any other relevant Council Policy?)*

Transformation Strategy 2020  
Corporate Plan 2018 – 2023  
Wellbeing Plan (under development) – 2018 – 2023  
Wellbeing Strategy 2021-2024  
Strategic Equality Plan 2020-2024  
Welsh Language Standards  
My Time Process

The foundations of this Workforce Development Strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have also helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology.

## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This Strategy offers a comprehensive programme of support staff and development when combined with the Council's Wellbeing Strategy will have a long term positive impact on the work community.</p>
<p><b>Prevention</b></p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The Workforce Planning requirement of this Strategy will support succession planning, a well-trained and motivated workforce that is fit for the future. A motivated, valued and confident workforce whose development needs are fulfilled will improve mental health and well-being.</p>
<p><b>Integration</b></p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The foundations of this strategy are based on the principles of placeshaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer &amp; Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce and improved services to our communities.</p>
<p><b>Collaboration</b></p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The effective implementation of this Strategy requires all parties to accept and own their individual responsibilities as outlined in this Strategy. It includes working collaboratively with Welsh Government, external employment/placement providers, Schools, Universities and Colleges, equality champions such as Stonewall and our Union colleagues. The collaboration list in the effective implementation of this strategy is fluid and extensive.</p>
<p><b>Involvement</b></p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>This is an inward looking strategy and wider consultation with the community has not taken place in this context. The Strategy is however based on the extensively consulted Strategies referred to in the Integration Section above.</p>

## 6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Yes it does as outlined in this IIA.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change). Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>N/A</p>
<p><b>A Healthier Wales</b>  <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>Considered more comprehensively under the Council's Wellbeing Strategy that will compliment this Workforce Development Strategy.</p>
<p><b>A More Equal Wales</b>  <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>Strengthening our commitment to Inclusivity and Equality lies at the heart of this Strategy.</p>
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p>N/A</p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being. Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>Yes, in the context of the agile working agenda and sustainable employment opportunities, etc.</p>

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<b>Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022</a> and the <a href="#">Language Profile</a></b>	Neutral impact.		
<b>Compliance with the <a href="#">Welsh Language Standards</a>.</b> <i>Specifically Standards 88 - 93</i>	Positive impact. The Workforce Development Strategy identifies the need to fulfil our commitments to developing Welsh Language and specifically references Equality Objective 6 of the Strategic Equality Plan which outlines our priority actions for Welsh Language training and training delivered through the medium of Welsh (Standards 130-132)		
<b>Opportunities to promote the Welsh language</b> <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Neutral impact		
<b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i>	Neutral impact		
<b>Treating the Welsh language no less favourably than the English language</b>	Neutral impact		

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a)**

**opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

Impact on the use of Welsh, sustainability of Welsh speaking communities, numbers and/or percentages of Welsh speakers, fluency and confidence of Welsh speakers and learners to use Welsh, transmission of Welsh at home/from one generation to the next, using Welsh in the workplace, increase Welsh language digital media infrastructure and/or media, promoting Welsh in everyday life and its status

The Workforce Development Strategy identifies the need to fulfil our commitments to developing Welsh Language and specifically references Equality Objective 6 of the Strategic Equality Plan which outline the priority actions for Welsh Language training.

## 8. Data and Information

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<p>One-to-one meetings with all members of the Leadership Team</p> <p>Consultation with Management Network – views collated on workforce development needs, issues and expectations.</p> <p>Consultation with the Trade Unions</p> <p>Staff Survey</p> <p>Significant research and utilisation of best practice from professional bodies - CIPD</p>	<p>The key findings of the consultation were analysed and summarised to develop the four strategic focus points for the strategy:</p> <ol style="list-style-type: none"> <li>1. Focusing on what matters (What we do and how we do it)</li> <li>2. Managing and creating talent (How do we get the right people to do it)</li> <li>3. Value our employees (How we support our people to do it well)</li> <li>4. Fulfilling our potential (How we develop and grow our people)</li> </ol>	<p>The views of those consulted helped to shape the Strategy</p>

### **Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?**

*Details of further consultation can be included in Section 9.*

No significant gaps identified, data provided a holistic view of workforce development needs and expectations. Implementation of the strategy will be monitored and updated to reflect any changes required.

## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Who was consulted?

Leadership team, HR Strategy Group, Trade Unions, Cabinet Member for Corporate Services, Policy & Resources Scrutiny Committee

When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

July 2021 – sufficient time provided for critical feedback and agreement of priority actions.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

Strategy was well received and deemed to be addressing the needs identified through our consultation and engagement.

How have the consultation findings been taken into account?

All critical feedback was considered and amendments made to the strategy as appropriate.

## 10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	For example, what monitoring will be used? How frequent? <b>As identified in the Workforce Development Strategy</b>
What are the practical arrangements for monitoring?	For example, who will put this in place? When will it start? <b>As identified in the Workforce Development Strategy</b>
How will the results of the monitoring be used to develop future proposals?	<b>As identified in the Workforce Development Strategy</b>
When is the proposal due to be reviewed?	<b>Ongoing through dynamic action plans and fully 2024.</b>
Who is responsible for ensuring this happens?	<b>Head of People Services</b>

## 11. Recommendation and Reasoning

<input checked="" type="checkbox"/>	Implement proposal with no amendments
<input type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? Did you identify any cumulative impact your proposal will have? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Workforce Development Strategy will have significant benefits for our employees, i.e. permanent, casual and temporary.

This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.

The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.

Under this Strategy, we will be exploring and developing new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. The Council furthermore supports payment of the foundation living wage which supports young people starting in modern apprenticeship roles.

Agile Working Opportunities that promote greater choice for where work may be carried out will assist in reducing the Council's and the employee's carbon footprint and will in many instances support employee wellbeing and offer a greater choice of employment opportunities that may have been unreachable for some based on where they live and/or their individual circumstance.

This Strategy supports learning and development opportunities for all staff and enables employment through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review. Combined with the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities, the impact of this Strategy is largely positive on the Council's workforce as a whole, i.e. current and future.

### 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Lisa Downey	Original Submission	01/09/2021

### Integrated Impact Assessment Author

<b>Name:</b>	Lisa Downey
<b>Job Title:</b>	Service Manager
<b>Date:</b>	01/09/2021

### Head of Service Approval

<b>Name:</b>	Lynne Donovan		
<b>Job Title:</b>	Head of People Services		
<b>Signature:</b>		<b>Date:</b>	01.09.21