

# Diversity impact assessment

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| <b>TITLE</b><br>Name / description of the issue being assessed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Workforce Strategy 2025 - 2028</b>                                   |
| <b>DATE</b><br>Date the DIA is completed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | July 2026                                                               |
| <b>LEAD OFFICER</b><br>Name, title and dept of person responsible for carrying out the DIA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Sacha Kennard, Head of Adult Social Care Transformation and Improvement |
| <b>1 Summary description of the proposed change</b> <ul style="list-style-type: none"> <li>What is the change to policy / service / new project that is being proposed?</li> <li>How does it compare with the current situation?</li> </ul> <p>The Adult Social Care Workforce Strategy establishes the strategic framework for developing, supporting and sustaining Medway's Adult Social Care workforce over the next three years. The strategy responds to workforce challenges identified through workforce data, staff engagement, and the Adult Social Care improvement journey. These challenges include agency workforce reliance, workforce ageing, succession planning, workforce capability, inclusion, and leadership development.</p> <p>The strategy seeks to develop a confident, skilled, inclusive and future-ready workforce capability of delivering high quality, person-centred services to residents.</p> <p>The Workforce Strategy does not directly alter eligibility criteria, service access arrangements or staffing structures. It establishes a framework for workforce development and organisational improvement intended to strengthen workforce capability, improve inclusion and representation, support workforce wellbeing, and create a more positive and equitable employee experience.</p> <p>The strategy aims to improve outcomes for both staff and residents through workforce development and organisational improvement.</p> |                                                                         |
| <b>2 Summary of evidence used to support this assessment</b> <ul style="list-style-type: none"> <li>Eg: Feedback from consultation, performance information, service user records etc.</li> <li>Eg: Comparison of service user profile with Medway Community Profile</li> </ul> <p>The Workforce Strategy was developed using a variety of evidence sources, including:</p> <ul style="list-style-type: none"> <li>Adult Social Care workforce data</li> <li>Workforce demographic information</li> <li>Recruitment and retention information</li> <li>Agency workforce data</li> <li>Workforce equality, diversity and inclusion data</li> <li>Staff survey findings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                         |

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- Stay interviews
- Workforce Engagement
- Feedback and challenge provided by Partners in Care and Health
- Adult Social Care CQC Improvement Plan

The strategy includes analysis of workforce demographics and workforce risks including:

- Workforce age profile
- Gender profile
- Ethnicity profile
- Disability declaration data
- Succession planning risks
- Workforce progression and inclusion concerns

Evidence gathered through staff engagement highlighted positive themes relating to team culture, inclusion and leadership support, whilst also identifying opportunities to strengthen career progression, leadership visibility, wellbeing, workforce development, and equality of opportunity. These insights directly informed the priorities and actions within the strategy.

The strategy also includes a dedicated priority focused on Inclusion, Diversity and Cultural Competence and identifies several workforce data gaps relating to equality monitoring, workforce progression and representation. Addressing these issues forms a key part of the strategy.

### 3 What is the likely impact of the proposed change?

Is it likely to :

- Adversely impact on one or more of the protected characteristic groups?
- Advance equality of opportunity for one or more of the protected characteristic groups?
- Foster good relations between people who share a protected characteristic and those who don't?

(insert ✓ in one or more boxes)

| Protected characteristic groups (Equality Act 2010) | Adverse impact | Advance equality | Foster good relations |
|-----------------------------------------------------|----------------|------------------|-----------------------|
| Age                                                 |                | ✓                | ✓                     |
| Disability                                          |                | ✓                | ✓                     |
| Gender reassignment                                 |                | ✓                | ✓                     |
| Marriage/civil partnership                          |                |                  |                       |
| Pregnancy/maternity                                 |                |                  |                       |

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|                              |  |   |   |
|------------------------------|--|---|---|
| Race                         |  | ✓ | ✓ |
| Religion/belief              |  | ✓ | ✓ |
| Sex                          |  | ✓ | ✓ |
| Sexual orientation           |  | ✓ | ✓ |
| Other (eg low income groups) |  | ✓ | ✓ |

## 4 Summary of the likely impacts

- Who will be affected?
- How will they be affected?

### *Who will be affected?*

The strategy applies to all Adult Social Care employees, including:

- Permanent employees
- Agency workers
- Managers and leaders
- Frontline practitioners
- Business support staff
- Commissioning staff
- Future applicants and potential employees

### *How will they be affected?*

The strategy is expected to have a positive impact on workforce experience and equality of opportunity. Key positive impacts include:

**Age:** The strategy directly addresses workforce ageing and succession planning risks through talent development, apprenticeships, career pathways and workforce planning activity. This is expected to create opportunities for both younger employees entering the workforce and existing employees seeking progression opportunities.

**Disability:** The strategy includes actions to improve workforce inclusion, equality monitoring, cultural competence and workforce wellbeing. Increased transparency regarding workforce data and greater focus on inclusive leadership should help create a more supportive environment for disabled employees.

**Race and Ethnicity:** The strategy includes dedicated actions to improve representation, mentoring, cultural competence, and equitable progression. This is intended to improve equality of opportunity and support greater representation across all levels of the Division.

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**Sex:** Women currently represent approximately 83% of the Adult Social Care workforce. The strategy includes actions to address under-representation and improve workforce diversity, whilst ensuring progression opportunities remain accessible and equitable.

**Religion, Belief, Sexual Orientation and Gender Reassignment:** The strategy supports the development of an inclusive workforce culture, improved equality data confidence and greater workforce understanding through inclusive leadership and cultural competence activity. These actions are expected to foster good relations and improve employee experience.

**Low Income Groups:** The strategy supports workforce wellbeing, flexible working, career progression, and workforce development opportunities, which may indirectly improve opportunities and outcomes for employees from lower income backgrounds.

Overall, the strategy is designed to improve equality of opportunity, workforce representation, workforce wellbeing and inclusion. No protected characteristic group has been identified as likely to experience adverse impacts as a result of the strategy.

## **5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?**

- What alternative ways can the Council provide the service?
- Are there alternative providers?
- Can demand for services be managed differently?

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No adverse impacts have been identified.

The following actions contained within the strategy are expected to improve equality of opportunity and foster good relations:

- Delivery of cultural competence training across Adult Social Care
- Introduction of inclusive leadership development
- Improved workforce equality monitoring and transparency
- Mentoring programmes for under-represented groups
- Monitoring workforce progression and recruitment data
- Reviewing disparities in recruitment, progression and retention outcomes
- Increasing workforce confidence in equality monitoring processes
- Strengthening workforce wellbeing initiatives
- Embedding diversity, inclusion and cultural competence within workforce development programmes

These actions will ensure the strategy not only avoids adverse impacts but actively advances equality of opportunity and fosters good relations.

Regular monitoring through the Workforce Strategy's Measuring Effectiveness and Impact Framework will enable any emerging equality issues to be identified and addressed.

## 6 Action plan

- Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence

| Action                                                                         | Lead                                                             | Deadline or review date |
|--------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------|
| Monitor equality impacts arising from implementation of the Workforce Strategy | Adult Social Care Transformation and Improvement Programme Board | Annual review           |
| Monitor workforce representation, recruitment, and progression data            | Head of Adult Social Care Transformation and Improvement         | Quarterly               |
| Deliver Inclusion, Diversity and Cultural Competence priority actions          | Adult Social Care Senior Leadership Team                         | Ongoing                 |
| Improve workforce confidence in equality monitoring and data transparency      | Adult Social Care Senior Leadership Team                         | Annual review           |
| Review workforce equality data as part of annual Workforce Strategy review     | Head of Adult Social Care                                        | Annual review           |

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|                                                                                                            |                                          |           |
|------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------|
| process                                                                                                    | Transformation and Improvement           |           |
| Monitor delivery of mentoring, leadership, and workforce development programmes to ensure equitable access | Adult Social Care Senior Leadership Team | Bi-annual |

## 7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change, implementing the Action Plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

It is recommended that implementation of the Adult Social Care Workforce Strategy proceeds.

The assessment concludes that the strategy is unlikely to have adverse impacts on any protected characteristic group. Instead, the strategy contains explicit actions designed to improve equality of opportunity, strengthen inclusion, improve workforce representation and foster good relations across the workforce.

The strategy includes monitoring arrangements that will enable diversity impacts to be regularly reviewed throughout implementation and any emerging issues to be addressed through existing governance arrangements.

## 8 Authorisation

The authorising officer is consenting that:

- the recommendation can be implemented
- sufficient evidence has been obtained and appropriate mitigation is planned
- the Action Plan will be incorporated into the relevant Service Plan and monitored

### Assistant Director

Jackie Brown, Assistant Director Adult Social Care



### Date

14 August 2026

Contact your Performance and Intelligence hub for advice on completing this assessment

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