

Equality Human Rights and Fairer Scotland Duty Impact Assessment (IA)

Stage 2 Empowering People - Capturing their Views



Scottish Borders Health and Social Care Partnership Integrated Workforce Plan

Equality Human Rights and Fairer Scotland Impact Assessment Team

| Role | Name | Job title | Date of IA Training |
|---|--|---|---------------------|
| HER&FSD Advisor | Wendy Henderson | Independent Sector Lead, Partners for Integration | |
| Service Lead | Chris Myers | | |
| Responsible Officer | Claire Smith Erick Ullrich Wendy Henderson | Organisational Development Manager | |
| Main Stakeholder (NHS Borders) | Andrew Carter | | |
| Mains Stakeholder (Scottish Borders Council) | Claire Hepburn | People, Performance & Change Director | |

Evidence Gathering (will also influence and support consultation/engagement/community empowerment events)

| Evidence Type | Source | What does the evidence tell you about the protected characteristics affected? |
|---|--|---|
| Data on populations in need | Skills Development Scotland Regional Skills Assessment 2022 PowerPoint Presentation (skillsdevelopmentscotland.co.uk) National Records of Scotland https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/scottish-borders-council-profile.html | An effective skills system helps support and attract inward investment, increase productivity and tackle inequality and deprivation |
| Data on relevant protected characteristic | Hard to Fill Vacancies Group | 50% of school leavers in the Scottish Borders have an identified support need |
| Data on service uptake/access | | |
| Data on socio economic disadvantage | National Records of Scotland https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/scottish-borders-council-profile.html | |
| Research/literature evidence | National Records of Scotland https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/scottish-borders-council-profile.html | |
| Existing experiences of service information | See consultation events detailed below | |
| Evidence of unmet need | | |
| Good practice guidelines | Scottish Government's National Workforce Strategy for Scotland NHS Recovery Plan National Health & Wellbeing Outcomes Fair Work Agenda | |

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| Other – please specify | Scottish Social Services Council’s Workforce Data | Data provides details on WTE for each Partnership area but does not provide a fuller breakdown of those registered with the SSSC in terms of the relevant protected characteristics |
| Risks Identified | | |
| Additional evidence required | | |

Consultation/Engagement/Community Empowerment Events

Event 1

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|---------------|--------------------------------|---|---|
| 26 April 2022 | Care at Home Provider’s Office | Two | Age Gender Lived Experience - Low – unstable income |


*Attendance by category – including but not limited to: People using the service, people not using the service - currently, unpaid carers, paid carers, key stakeholders (organisation and job title)

| Views Expressed | Officer Response |
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| Pensions and death in service are the main issues for the aging workforce | Review of terms and conditions will support the development of the Integrated Workforce Plan’s Financial Health workstream |
| Recruiting from areas of high deprivation delivers a dependency on a rate of pay – rate of pay is the master | It is hoped that developing clear career pathways and the investment in learning and development will promote the sector as a sector in which people want to work |
| Current contract arrangements do not support employment contracts that deliver equality of access to mortgages, private sector renting, car leasing schemes | The need to address the current disparity in terms and conditions across the sectors has been highlighted in the SBHSCP IWP Develop costs benefit analysis re recruitment costs v dependency on health services as a result of impact of low pay/zero contract hours, spend to save |

Event 2

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|-------------|--|--|--|
| 27 May 2022 | Cross sector service Key Workforce Data Gathering Exercise | 38 Third and Independent Sector Organisations registered with the Care Inspectorate to deliver adult health and social care services | Age Disability Gender Race Religion Pregnancy & Maternity Sexual Orientation |

| Views Expressed | Officer Response |
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| Service Expansion | |
| <p>Expansion of care provision across two services during 2021/22 Further plans for expansion in 2023 Exploring options for service enhancement through outreach services in extra care housing, sheltered housing and Learning Disability services, and Care and Repair.</p> <p>We aim to grow our presence in your Local Authority to provide and develop high standard of supported living to give pathways of support to allow people to progress into environments that meet their needs and are future proofed and sustainable.</p> | <p>Approach to staff recruitment to explore an equality dimension.</p> <p>Reviewing job adverts for bias e.g., race and gender</p> <p>Occupational Segregation within schools, colleges curriculum inc. marketing images, job fair representation from existing staff with the relevant protected characteristics.</p> <p>Work with members of the developing SPG equality and human rights sub group.</p> <p>Address stereotypical attitudes to roles in the workplace.</p> |
| Telecare and Digital Based Care | |
| <p>Challenges in keeping digital skills up to date especially as we are an organisation with a dynamic digital transformation programme which includes service change across care services.</p> | <p>Consideration has to be given to digital literacy and support devices to enable all staff to have full access to all the technological developments in the delivery of care. Working with Learning Disability services and specialised organisations will enable all employers to have open conversations with staff with additional needs.</p> |

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| <p>We continue to review and develop our telecare and digital services for use by staff and services users. All our supported housing has community Wi-Fi and technology is embedded in our service design, and we have in place digital care planning and staff rota management systems. We are also rolling out the provision of smart phones to each staff member to improve access to our SharePoint site, including TEAMS which we use for internal communications, and our care planning and staff rota management systems.</p> | <p>With focus on people who are digitally excluded particularly younger and older people, minority ethnic populations including Gypsy Travellers, homeless people, rural and remote communities, and those from low socio-economic backgrounds.</p>  |
| <p>We will be open to embracing technology in a more substantial way, to mitigate against ongoing recruitment challenges and demographic trends</p> | |
| <p>The implementation of this technology will inevitably require additional staff who have the specialist knowledge & skills to train and maintain digital skills - 'Care Technologist'</p> | |
| <p>Transport</p> | |
| <p>Offsite training can be challenging due to transport issues, availability of staff and willingness of staff to travel. We try and minimise training of this type.</p> | <p>Low income, childcare, adult care duties are all impacted on negatively by offsite training. Solutions to these challenges will be discussed with passenger transport services, Ringo and other transport providers. Explore the development of a training suite estate and reduce carbon emissions with reduced travel required.</p> |
| <p>Staff learning and development</p> | |
| <p>We struggle due to lack of funding to backfill staff for Training as well as operationally & resource wise backfilling staff for training</p> | <p>Inequalities of access to support higher education lifelong learning due to funding/finance budgets and operational demands.</p> |
| <p>Staff Recruitment and Retention</p> | |
| <p>Recruitment of adequate numbers of staff is an ongoing problem for us, and Social Care as a whole.</p> | <p>Approach to staff recruitment to explore an equality dimension. Reviewing job adverts for bias e.g., race and gender</p> |
| <p>Shift work is not attractive and think if we paid additional payment for out of hours/weekend work we may keep people.</p> | <p>Addressing occupational segregation within schools, colleges curriculum including marketing images, job fair representation from existing staff with the relevant protected characteristics.</p> |
| <p>Implementing Equality in Fair Work Practices</p> | <p>Work with members of the developing SPG equality and human rights sub group.</p> |

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| - Renumerate Independent Sector Staff the same as the Local Authority pay their staff. | Address stereotypical attitudes to roles in the workplace. |
| It is a carers market, staff jump between providers, not much new recruits to care coming in. | |
| We have previously tried to offer longer days/ condensed weeks, but this has been looked at negatively by care inspector and local authority and concerns about staff burnout | Explore working patterns with relevant registered body including the impact that safe staffing standards have on flexibility of approach and individual choice. |
| Our service is based in a rural location, so we are only able to consider drivers or people who are able to get lifts to/ from the service. No current public transport. | Socio- economic issues such as poverty, access and affordability of transport. The inflexibility of public transport creates additional barriers to work. Lifelong learning and opportunities, particularly for this with child/adult care responsibilities. |
| Staff recruitment has been a challenge at times due to geographical area and infrastructure of public transport that can impede the recruitment of suitable staff | |

Event 3

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|-------------|---|---|--|
| 27 May 2022 | Scottish Borders Council Key Workforce Data Gathering Exercise Ongoing SBC People Planning Session Ongoing Senior Management Meetings | <ol style="list-style-type: none"> 3 Survey's sent to Adult Social Work, Mental Health & Social Care key managers to provide a response from their Teams Key staff involved in People Planning sessions to inform action plans on current issues. Issues, actions and solutions discussed at regular meeting | Age Disability Gender Race Religion Pregnancy & Maternity Sexual Orientation |

| Views Expressed | Officer Response |
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| Staff learning and development | |
| <p>Courses can sometime be several full-days and even those that are only a few hours can still be doubled by the time travel is added.</p> <p>Doing training online has helped and numbers have increased and time away from work decreased.</p> | <p>Socio- economic issues such as poverty, access and affordability of transport. The inflexibility of public transport creates additional barriers to work. Lifelong learning and opportunities, particularly for this with child/adult care responsibilities.</p> <p>Explore the possibility of prioritising online learning for those with disabilities to support accessible learning.</p> <p>Explore the possibility of prioritising online learning for those with caring responsibilities.</p> <p>Explore the possibility of prioritising online learning for those relying on public transport.</p> |
| <p>Access and opportunity to further training that extends beyond mandatory and basic training would be beneficial. This would support succession planning and career development and should be part of staff's appraisal and supervision conversations.</p> | <p>Review any potential barriers for those with protected characteristics and the advancement into leadership roles and career opportunities.</p> |
| <p>Ensure staff are trained and confident in the use of new technologies and current IT systems with ongoing support as part of mandatory training.</p> | <p>Consideration has to be given to digital literacy and support devices to enable all staff to have full access to all the technological developments in the delivery of care. Working with Learning Disability services and specialised organisations will enable all employers to have open conversations with staff with additional needs.</p> <p>With focus on people who are digitally excluded particularly younger and older people, minority ethnic populations including Gypsy Travellers, homeless people, rural and remote communities, and those from low socio-economic backgrounds.</p> |
| Partnership Cross Sector Working | |

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| <p>Work with colleges and universities to ensure the training and qualifications meet the requirements and are reviewed regularly to ensure they are fit for the needs of the community as they evolve.</p> <p>Working in a more joined up partnership with the NHS, Independent and 3rd sector to meet the care needs on individuals.</p> | <p>To develop fully accessible training and qualifications which meet the diverse learning needs of current and future workforce.</p> |
| Staff Recruitment and Retention | |
| <p>Staff recruitment and retention is very challenging with more staff deciding to retire early, leave for better paying jobs and burnout especially following the pandemic.</p> <p>Clarify the reason for staff leaving through exit interviews and 3-month follow up interviews.</p> <p>Regular staff surveys to keep managers informed of staff concerns and needs to support them in their roles.</p> | <p>Analysing requests for early retirement with a view to identifying trend and reasons as a way of developing bespoke staff financial health and emotional wellbeing initiatives, which encourage staff to remain in employment.</p> <p>Analyse exit interviews by protected characteristics to identify trends and reasons for leaving.</p> <p>Review and embed protected characteristics in surveys to capture potential discriminatory practice and support staff within their roles.</p> |
| <p>Concerns with an aging workforce and attracting younger people into the profession.</p> | <p>Further supported employment initiatives to be explored to improve access to employment for young people and in particular those with a support need e.g., engaging in employability schemes to attract staff from disadvantaged backgrounds, those with learning disabilities, (through project search) long term unemployed, care programme traineeships etc. Ensuring representation of staff with protected characteristics to address occupational segregation when promoting vacancies, e.g., through marketing, attendance at careers fairs/virtual careers fairs etc.</p> |
| <p>Extend our recruitment beyond our boundaries to Scotland wide, UK and international options.</p> | <p>Explore the possibility of the Partnership becoming a register sponsor for overseas recruitment for all sectors. Including welcome packs with information on housing, local community facilities, access to familiar cultural foods and support groups etc. to encourage their settlement into the Borders.</p> |
| <p>New ways of recruiting staff required e.g., job fairs, social media, career pathways</p> | <p>Approach to staff recruitment to explore an equality dimension. Reviewing job adverts for bias e.g., race and gender</p> |

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| | Occupational Segregation within schools, colleges curriculum including marketing images, job fair representation from existing staff with the relevant protected characteristics. Work with members of the developing SPG equality and human rights sub group. Address stereotypical attitudes to roles in the workplace. |
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Event 4 – NHS Borders

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|-------------|---|--|--|
| 27 May 2022 | NHS Borders Key Workforce Data Gathering Exercise | e-mails sent to 40 identified services leads across NHS Borders and Primary Care Ongoing discussion at relevant meetings/committees to inform workforce plan including development of actions | Age Disability Gender Race Religion Pregnancy & Maternity Sexual Orientation |

| Views Expressed | Officer Response |
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| Staff Recruitment and Retention | |
| Concerns regarding an ageing workforce, with challenges around retaining staff given the high level of fatigue following the pandemic Clarify the reason for staff leaving through exit interviews and 3-month follow up interviews. | Analysing requests for early retirement with a view to identifying trend and reasons as a way of developing bespoke staff financial health and emotional wellbeing initiatives, which encourage staff to remain in employment. Analyse exit interviews by protected characteristics to identify trends and reasons for leaving. Review and embed protected characteristics in surveys to capture potential discriminatory practice and support staff within their roles. |
| Difficulties attracting the younger workforce/wider targeted groups | Further Supported employment initiatives to be explored to improve access to employment for young people and in particular those with a support needs. |

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| | <p>e.g., engaging in employability schemes to attract staff from disadvantaged backgrounds, those with learning disabilities, (through project search) long term unemployed (Princess Trust) etc. Ensuring representation of staff with protected characteristics to address occupational segregation when promoting vacancies, e.g., through marketing, attendance at careers fairs/virtual careers fairs etc.</p> |
| <p>Difficulties recruiting registered staff from our local labour market</p> | <p>Expand on the international recruitment initiative and explore the possibility of the Partnership becoming a register sponsor for overseas recruitment for all sectors. Including welcome packs with information on housing, local community facilities, access to familiar cultural foods and support groups etc. to encourage their settlement into the Borders.</p> |
| <p>Staff learning and development</p> | |
| <p>Difficulties releasing staff for training due to staff shortages through, vacant post not being filled, sick leave and annual leave.</p> <p>Value seen in recognising training and qualifications across Health and Social Care boundaries in relation to time, cost and career development.</p> | <p>Socio- economic issues such as poverty, access and affordability of transport. The inflexibility of public transport creates additional barriers to work. Lifelong learning and opportunities, particularly for this with child/adult care responsibilities.</p> <p>Explore the possibility of prioritising online learning for those with disabilities to support accessible learning.</p> <p>Explore the possibility of prioritising online learning for those with caring responsibilities.</p> <p>Explore the possibility of prioritising online learning for those relying on public transport.</p> <p>Review any potential barriers for those with protected characteristics and the advancement into leadership roles and career opportunities.</p> |
| <p>There's a need to ensure staff are trained and confident in the use of new technologies and current IT systems with ongoing support as part of mandatory training.</p> | <p>Consideration has to be given to digital literacy and support devices to enable all staff to have full access to all the technological developments in the delivery of care. Working with Learning Disability services and specialised organisations will enable all employers to have open conversations with staff with additional needs.</p> |

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| | With focus on people who are digitally excluded particularly younger and older people, minority ethnic populations including Gypsy Travellers, homeless people, rural and remote communities, and those from low socio-economic backgrounds. |
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Event 5

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|-------------------|--------------------------------|---|---------------------------------------|
| 14 September 2022 | Hard to Fill Vacancies Meeting | DWP SBC People, Performance & Change Service | Age Disability |

| Views Expressed | Officer Response |
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| 50% of school leavers in the Scottish Borders have an identified support need | Supported employment initiatives to be explored to improve access to employment for young people with a recognised support need. |

Event 6

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|----------------|---------------------------------|--|--|
| 12 August 2022 | Integrated Workforce Plan Group | Cross Sector attendance including relevant service managers, workforce leads | Age Disability Gender Race Religion Pregnancy & Maternity Sexual Orientation |

| Views Expressed | Officer Response |
|---|-------------------------|
| Nothing expressed in terms of equality and human rights | |

Event 7

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|----------------|--------------------------|--|--|
| 24 August 2022 | Strategic Planning Group | 24 | Age Learning Disability & Mental Health LGBTQ+ Carers |

| Views Expressed | Officer Response |
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| Nothing expressed in terms of equality and human rights except an ask in relation to the Stage 1 IIA | |

Event 8

| Date | Venue | Number of People in attendance by category* | Protected Characteristics Represented |
|----------------------|--|---|---|
| 7 to 17 October 2022 | Cross Sector Final Draft Consultation Exercise | Strategic Planning Group SB HSCP Joint Staff Forum Care Providers Strategic Advisory Group Care at Home Forum Providers Care Home Providers Forum Staff Governance Committee Area Partnership Forum Borders Exec Team (BET) Integrated Workforce Planning Group | Age Disability Gender Gender Reassignment Marriage and Civil Partnership (Employment Only) Pregnancy & Maternity Race Religion Sexual Orientation |

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| | | SBC Senior Leadership Team | |
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| Views Expressed | Officer Response |
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| Nothing in the returns from an equality and human rights perspective | |
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