

Equality Impact Assessment including Fairer Scotland Duty

Section One: Policy Details*

Name of Policy	HSCP Workforce Plan
Lead Officer (Name/Position)	James Andrew - Organisational Development Coordinator
Support Team (Names/Positions) including Critical Friend	Noemi Ceccini (HR Co-ordinator – Critical Friend)

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	<ul style="list-style-type: none"> ▪ Embedding workforce planning within the service planning and strategic change projects, and development of tools and training that will support managers. ▪ Enhancing workforce data for managers which will also inform annual updates of the workforce plan. ▪ Helping managers identify and address key 'gaps' by developing a digital skills framework, improving the current succession planning, and developing a leadership development programme. ▪ Consideration and progression of future 'pipeline' of employees and enhancing recruitment and retention. ▪ Maximising employee communication and feedback. ▪ Developing approaches that take cognisance of the demographic of the workforce and that support employees wellbeing, attendance and return to work.
What are the intended outcomes of the policy?	<p>To develop and improve support measures related to –</p> <ul style="list-style-type: none"> ▪ Plan - supporting evidence and outcome-based workforce planning ▪ Attract - effective recruitment to attract the best staff into the HSCP. ▪ Train - supporting staff through education and training to equip them with the skills to undertake their role effectively ▪ Employ - making the HSCP an “employer of choice” by ensuring staff are, and feel, valued and rewarded ▪ Nurture - creating a workforce and leadership culture focusing on the health and wellbeing of all staff

Section Two: What are the Likely Impacts of the Policy?

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	Impact on employees and to 'future-proof' service delivery to residents.
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
Age: Issues relating to different age groups e.g. older people or children and young people	<p>Positive impact.</p> <p>The workforce plan recognises the ageing workforce across the HSCP where the impact is significant, and the linkages between age and absence/wellbeing.</p> <p>The plan has actions to –</p> <ul style="list-style-type: none"> ▪ Ensure the HSCP can support an ageing workforce over the next 10 years. ▪ Further input into national wellbeing groups (such as the SPDS Wellbeing Group), benchmarking, and exploration/adoption of national wellbeing tools and solutions. ▪ Review and evaluation of Occupational Health services prior to re-tender. ▪ Further consideration of support specific to psychological and musculoskeletal absence, menopause, and long-covid.
Disability: Issues relating to disabled people	<p>Positive impact.</p> <p>The plan incorporates the ongoing equality work within the HSCP, including the development of a disability employee forum.</p>
Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	<p>Positive impact.</p> <p>The plan incorporates the ongoing equality work within the HSCP, including the development of a LGBT+ employee forum.</p>
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	No anticipated impact.

Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	No anticipated impact.
Race: Issues relating to people from different racial groups, (BME) ethnic minorities, including Gypsy/Travellers	Positive impact. The plan incorporates the ongoing equality work within the HSCP, including the development of a Black and Ethnic Minority (BAME) employee forum.
Religion or Belief: Issues relating to a person's religion or belief (including non-belief)	No anticipated impact.
Sex: Gender identity: Issues specific to women and men/or girls and boys	Positive impact. The plan incorporates recruitment activity that will aim to increase representation in roles that have traditional gender dominance. The plan has an action to – <ul style="list-style-type: none"> ▪ Development of thematic and locality-based programmes of online and f-2-f recruitment events and vacancy/job promotion.
Sexual Orientation: Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	Positive impact. The plan incorporates the ongoing equality work within the HSCP, including the development of a LGBT+ employee forum.

Equality and Diversity Themes Relevant to South Ayrshire HSCP	Positive and/or Negative Impacts
Health Issues and impacts affecting people's health	Positive impact. The plan has actions to – <ul style="list-style-type: none"> ▪ Progress the 5 principles of trauma informed practice; safety, choice, collaboration, trust, and empowerment. ▪ Consideration of activities which aim to support workplace health and improve staff health and wellbeing in Scotland. ▪ Review and evaluation of Occupational Health services prior to re-tender. ▪ Further consideration of support specific to psychological and musculoskeletal absence, menopause, and long-covid. ▪ Further input into national wellbeing groups (such as the SPDS Wellbeing Group), benchmarking, and

	exploration/adoption of national wellbeing tools and solutions.
Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.	No anticipated impact

Socio-Economic Disadvantage	Positive and/or Negative Impacts
Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.	No anticipated impact.
Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	No anticipated impact.
Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	No anticipated impact.
Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)	No anticipated impact.

Section Three: Evidence Used in Developing the Policy

Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how ?	Service Leads/Manager via workforce planning template returns. Corporate implementation group from a range of services.
Data and Research In assessing the impact set out above what evidence has been collected from research or other data. Please specify what research was carried out or data collected, when and how this was done.	Corporate workforce data within the plan is extracted from the Council and NHS HR/payroll systems as at the 1 st August 2022. There are a range of other workforce data sources (each with different reporting parameters) also referenced, and these are taken at the 1 st August 2022 or as current as the data source allows.

	<p>Managers provided workforce planning templates which confirmed a range of workforce planning and development activities.</p> <p>Demographic data related to the South Ayrshire population is sourced primarily from the National Records of Scotland, Public Health Scotland's South Ayrshire Strategic Needs Assessment, and the Scottish Government's Labour Market Annual Survey.</p> <p>A more comprehensive range of workforce equality data is already reported in statutory Workforce Monitoring Reports.</p>
<p>Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? Please specify partners</p>	n/a
<p>Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	No.

Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
	None identified		

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	October 2022
When will the policy be reviewed?	November 2023
Which Panel will have oversight of the policy?	Progress report to IJB in 2023

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Section 6

South Ayrshire HSCP

Appendix

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy: HSCP Workforce Plan 2022-25

This policy will assist or inhibit the HSCP’s ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p>Eliminate discrimination</p> <p>The plan confirms the age demographic of the workforce, and a range of steps to support an ageing workforce.</p>
<p>Advance equality of opportunity</p> <p>The plan confirms a focus on a range of measures that support employability opportunities and programmes, career pathways, and school and further education engagement. It also has an action to develop thematic and locality-based programmes of online and f-2-f recruitment events and vacancy/job promotion.</p>
<p>Foster good relations</p>
<p>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</p> <p>The plan will progress consideration of the proposed changes to the Healthy Working Lives scheme which aims to support workplace health and improve staff health and wellbeing in Scotland. This includes employees having access to services that address key issues which impact upon their wellbeing, including advice on welfare benefits, debt, housing, travel to work and reducing home energy costs.</p> <p>The plan will assist development of a corporate well-being strategy which aligns all related activities and confirms executive ownership, including a focus on financial well-being and the impact of the cost-of-living.</p>

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale
None identified	

Signed: James Andrew.....Coordinator

Date: 27th September