

# Equality, Human Rights and Fairer Scotland Duty Impact Assessment

## Stage 3



## Analysis of findings and recommendations

### IJB Strategic Framework 2023-26

Please detail a summary of the purpose of the proposal being developed or reviewed including the aims, objectives and intended outcomes

The proposal is concerned with the development of the renewed IJB Strategic Plan for the time period of 2023-2026. The Strategic Plan has since been developed into a Strategic 'Framework' and is positioned as a high level framework document to be used across Scottish Borders health and social care.

The Strategic Framework seeks to improve the outcomes of our communities, and is based on understanding the needs of our communities. The mission is "To help the people of the Scottish Borders to live their lives to the full, by delivering seamless services that place their needs at the heart of everything we do." The Framework was developed by:

1. Considering the social determinants of health
2. Considering the challenges we currently and would expect to face in the Scottish Borders, including analysing our Strengths Weakness Opportunities and Threats
3. Reviewing our performance against the National Health and Wellbeing outcomes in the context of the actions taken in our last Strategic Plan.
4. Understanding our local population public health needs ('Needs of our Communities; report)
5. Engaging and listening to our communities and understanding their expressed needs ('We have Listened' reports)

There are 6 key objectives outlined in the Framework:

1. Improving access to services
2. Rising to the workforce challenge
3. Focusing on prevention and early intervention
4. Supporting unpaid carers
5. Improving our effectiveness and efficiency
6. Reducing poverty and inequalities

The Framework also acknowledges we need to change our ways of working, particularly around communication and engagement with the public and making our services more streamlined and efficient. These new ways of working are as follows:

1. People at the heart of everything we do
2. Good agile teamwork and ways of working – Team Borders approach
3. Deliver quality, sustainable, seamless services
4. Dignity and respect
5. Care and compassion
6. Inclusive, co-productive and fair with openness, honesty and responsibility

The intended outcomes are aligned with the 9 national wellbeing outcomes. The ambition for the Framework is:

- 95% of adults able to look after their health well (currently 93.4%)
- 85% of adults supported at home agree they are supported to live independently (currently 73.1%)
- 80% of adults agree that they had a say in how their help, care or support was provided (currently 63.4%)
- 75% of adults supported at home agree that their health and social care services are well coordinated (currently 59.3%)
- 80% of adults receiving any care or support rate it as excellent or good (currently 73.9%)
- 80% of people have a positive experience of care at their GP practice (currently 65.9%)
- 80% of adults supported at home agree that their services improve or maintain their quality of life (currently 70.5%)
- 70% of carers feel supported to continue in their caring role (currently 29.4%)
- 85% of adults supported at home agree they feel safe (currently 77.3%)

Equality Act 2010 – Relevant Protected Characteristics as identified in Stage 1 (remove those that do not apply)

Protected Characteristic	Equality Duty		What impact and or difference will the proposal have	Measures to evaluate/mitigating actions
Age	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	Measured through the 9 Health and Wellbeing Outcomes  Delivery through: <ul style="list-style-type: none"> <li>- Service / Programme Plans</li> <li>- Locality Plans</li> <li>- Health and Social Care Annual Plans</li> <li>- Local Housing Strategy</li> </ul>
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Disability	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Gender Reassignment	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above

	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Marriage and Civil Partnership	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Pregnancy and Maternity	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Race	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Religion & Belief including non-belief	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above

	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Sex	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above
Sexual Orientation	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		Positive, the proposal seeks to reduce these.	See above
	Advancing equality of opportunity		Positive, the proposal seeks to advance this.	See above
	Fostering good relations by reducing prejudice and promoting understanding		Positive, the proposal seeks to achieve this.	See above

**Equality and Human Rights Measurement Framework Human– Reference those identified in Stage 1 (remove those that do not apply)**

Article	Enhancing or Infringing	Impact and or difference will the proposal have	Measures to evaluate/mitigating actions
Education	Higher education and lifelong learning	The 'Rising to the workforce challenge' objective will focus on improving this	Actions will be taken through the IJB Workforce plan to improve outcomes on education and workforce.
Work	Employment Earnings	The 'Rising to the workforce challenge' objective will focus on improving this	See above.

	Occupational segregation Forced Labour and trafficking*		
Living Standards	Poverty Housing Social Care	<p>The 'Reducing poverty and inequalities' objective particularly focuses on achieving better outcomes for those in poverty.</p> <p>Housing is recognised as a partner in achieving the strategic objectives in the Framework.</p> <p>Social Care services are a service under the IJB which will be required to implement changes which achieve the 6 objectives and 9 National Health and Wellbeing outcomes.</p>	<p>The Strategic Framework will be delivered in partnership with Housing teams and Community Planning Partnership (CPP) to reduce poverty and improve issues around housing.</p> <p>Housing and Homelessness is incorporated within the Strategic Framework.</p> <p>Services will also be measured against the 9 National Health and Wellbeing outcomes.</p>
Health	Social Care Health outcomes Access to health care Mental health Reproductive and sexual health* Palliative and end of life care*	The Strategic Framework seeks to improve outcomes for all these areas by delivering the 6 key objectives and 9 National Health and Wellbeing outcomes.	Will be measured through the 9 National Health and Wellbeing outcomes.
Justice and Personal Security	Conditions of detention Hate crime, homicides and sexual/domestic abuse Criminal civil justice Restorative justice Reintegration, resettlement and rehabilitation*	<p>Community Justice is an IJB partner and will be required to support delivery of the 6 objectives.</p> <p>This is also captured in the National Health and Wellbeing outcome: Adults supported at home agree they feel safe.</p>	Will be measured through the National Health and Wellbeing outcome: Adults supported at home agree they feel safe. Aiming to achieve 85%, currently the figure is 77.3%.

Participation	Political and civic participation and representation Access to services Privacy and surveillance Social and community cohesion* Family Life*	The Strategic Framework recognises our communities have not been well engaged in the past and it is difficult to get the right care at the right time.  The Framework seeks to improve this with new and improved ways of working.	The Communications and Engagement Strategy, which is part of the Strategic Framework delivery, will outline actions to improve this.  Reinstatement of the Locality Working Groups is a key action to ensuring better community participation in the delivery of the Framework objectives.
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### Fairer Scotland Duty

Identify changes to the strategic programme/proposal/decision to be made to reduce negative impacts	The key objective: 'Reducing poverty and inequalities' seeks to reduce health inequalities on disadvantaged groups. Delivery of the other 5 objectives will also help reduce negative impacts on services users of the health and social care system.
Identify the opportunities the strategic programme/proposal/decision provides to reduce or further reduce inequalities of outcome	The key objective: 'Reducing poverty and inequalities' seeks to further reduce inequalities of outcomes. Much of this work will be delivered through Public Health and with partnership working with the Community Partnership Plan (CPP).

### Are there any negative impacts with no identified mitigating actions? If yes, please detail these below:

<p>The limited budget placed on the IJB means there will be difficult financial decisions to be made in future. This could for example result in the closure of a service or reallocation of resources to deliver work. This may not always have a positive impact on staff or service users, but is necessary for the sustainability of health and care services in the Scottish Borders.</p> <p>This negative impact will be monitored through the Financial Framework and by the IJB Board.</p>
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## Equality, Human Rights & Fairer Scotland Duty Impact Assessment Recommendations

What recommendations were identified during the HIA process:

Recommendation	Recommendation owned by:	Date recommendation will be implemented by	Review Date
A number of people have said communication needs to be better both between services and between services and their users. The communication the IJB has with the public could also be improved. This is captured in the Strategic Framework and will be improved upon through the Communications and Engagement Strategy.	Chris Myers, Chief Officer IJB Clare Oliver, Head of Communications and Engagement, NHS	March 31 2026	Annual
Numerous groups across the protected characteristics have said access to services was poor, particularly to access primary care (GPs and dentists specifically mentioned).  Improving access to services is one of the 6 key priorities.	Cathy Wilson, General Manager, Primary and Community Services	March 31 2026	Annual
Many groups recognised that the system was back to front, we are good in a crises but not good at prevention.	Sohail Bhatti, Director of Public Health, NHS	March 31 2026	Annual

<p>Focusing on prevention and early intervention is one of the 6 key priorities.</p>			
<p>It was acknowledged by many groups that unpaid carers need more information and respite to better deliver care. This was particularly raised by the unpaid carers group and learning disabilities group, however also mentioned by the Mental Health Forum and Dementia Working Group. These actions will be delivered through the Carers Workstream.</p> <p>'Supporting unpaid carers' is one of the 6 key priorities.</p>	<p>Lynn Gallacher, Borders Carers Centre Jenny Smith, Borders Carers Voice</p>	<p>March 31 2026</p>	<p>Annual</p>
<p>From the engagement, it is apparent that the public are aware of the staff shortages in health and social care. Several groups remarked training was needed to provide a better service, for example around LGBTQ+ rights and needs. These recommendations will be delivered through the IJB Workforce Plan</p> <p>Suggestions were made to make the Borders an attractive place to live</p>	<p>Erick Ullrich, Organisational HR Manager, SBC Clare Smith, Workforce Human Resource Manager, NHS Borders Wendy Henderson, Partners for Integration, Scottish Care</p> <p>Jenni Craig, Community Planning Partnership, SBC</p>	<p>March 31 2026</p>	<p>Annual</p>

<p>and work to help fill gaps, a priority for the CPP plan. The IJB needs to work in partnership with the CPP to make the Borders a more attractive place to work.</p> <p>'Rising to the workforce challenge' is one of the 6 key priorities.</p>	<p>Chris Myers, Chief Officer, IJB</p>		
<p>It is recognised that we need to change our way of working and be more streamlined and efficient when it comes to staffing and our resources. Various groups recommended using technology more to improve our effectiveness in delivering services.</p> <p>Discussion with staff who work with homelessness raised there was also a strong link between health and housing. Partnership working with housing teams and with the CPP may help address these wider issues.</p> <p>'Improving our effectiveness and thinking differently to meet need with less' is one of the 6 key priorities.</p>	<p>Gwyneth Lennox, Interim Chief Officer, Adult Social Work &amp; Practice, SBC</p> <p>Jenni Craig, Community Planning Partnership, SBC Donna Bogdanovic, Housing, SBC</p> <p>Chris Myers, Chief Officer Hazel Robertson, Chief Finance Officer</p>	<p>March 31 2026</p>	<p>Annual</p>
<p>There are various protected characteristic groups who suggested</p>	<p>Sohail Bhatti, Director of Public Health, NHS</p>	<p>March 31 2026</p>	<p>Annual</p>

<p>better training for staff to reduce stigma and improve understanding of their protected characteristic was needed. This was raised by the mental health forum, learning disability, LGBTQ+ people, older people, those in the community justice system who completed the survey and by staff who work with the gypsy traveller community.</p> <p>'Reducing poverty and inequalities' is one of the 6 key priorities.</p>	<p>Wendy Henderson, Partners for Integration, Scottish Care</p>		
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### Monitoring Impact – Internal Verification of Outcomes

How will you monitor the impact this proposals affects different groups, including people with protected characteristics?

<p>The Strategic Framework will be supported by a number of high-level frameworks to enable its delivery which include:</p> <ul style="list-style-type: none"> <li>- Integrated Financial Framework</li> <li>- Integrated Workforce Plan</li> <li>- Communications and Engagement Strategy</li> </ul> <p>These will all have an IIA associated which consider the impacts from the protected characteristics.</p>
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### Procured, Tendered or Commissioned Services (SSPSED)

Is any part of this policy/service to be carried out wholly or partly by contactors and if so, how will equality, human rights including children's rights and the Fairer Scotland duties be addressed?

The Health and Social Care Strategic Framework will be used by the Integration Joint Board, NHS Borders, Scottish Borders Council (joint partners in the Health and Social Care Partnership), Primary Care Providers, Independent and Third Sector providers and partners involved in the 'Enjoying Good Health and Wellbeing' theme of the Community Planning Partnership. Where services or programmes are commissioned by the Health and Social Care Partnership, they will directly align to the Strategic Framework, our associated Equalities and Human Rights mainstreaming process, and IJB governance. This will be considered at strategic (IJB) and operational (HSCP) level. In addition, the Commissioning Board pays due regard to the HSCP's Fairer Scotland duties.

### **Communication Plan (SSPSED)**

Please provide a summary of the communication plan which details how the information about this policy/service to young people, those with a visual or hearing sensory impairment, difficulty with reading or numbers, learning difficulties or English as a second language will be communicated.

The National Development Team for Inclusion were contracted to gather the initial needs of the communities to develop the Strategic Framework. They engaged with those who have a learning disability, who have sensory impairment and people who consider English as a second language. Since the Strategic Framework has been developed, these groups have been contacted again to discuss the Strategic Framework.

An Easy Read version has been created of the Strategic Framework and is available on the IJB website.

A Braille version as well as alternative language may be requested, but until the request is made, not yet produced.

**Signed Off By:**

**Chris Myers, Chief Officer, Scottish Borders Health and Social Care Integration Joint Board**

**Date:**

**7 March 2023**