

Scottish Borders Health and Social Care Partnership



Equality, Human Rights and Fairer Scotland Duty Impact Assessment (IA) – Stage 1 Proportionality and Relevance

Completion of the template below will give senior officers the confidence that the Equality Duty, the Scottish Specific Public Sector Equality Duties, Human Rights and the Fairer Scotland Duty have been considered at the beginning of and throughout the proposal development and that action plans are in place to identify relevant stakeholders, undertake robust consultation to deliver a collaborative approach to co-producing the Impact Assessment.

What Integration Joint Board (IJB) report or Partnership decision does this proportionality and relevance assessment relate to:

Scottish Borders Health and Social Care Partnership Integrated Workforce Plan

Relevant protected characteristics materially impacted, or potentially impacted, by proposals (employees, clients, customers, people using services) indicate all that apply

Age	Disability Learning Disability, Learning Difficulty, Mental Health, Physical Autism/Asperger's	Gender	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief (including non-belief)	Sexual Orientation
X	X	X		X	X	X	X	

Human Rights (enhancing or infringing)

Life	Degrading or inhumane treatment	Free from slavery or forced labour	Liberty	Fair Trial	No punishment without law	Respect for private and family life	Freedom of thought, conscience and religion	Freedom of expression	Freedom of assembly and association	Marry and found a family	Protection from discrimination
X						X					X

Main Impacts	Are these impacts positive or negative or a combination of both	Are the impacts significant or insignificant?
Extensive recruitment campaign promoting Scottish Borders as a place to work and live	Positive	Significant
Exploration of supported employment initiatives	Positive	Significant
Improved health and wellbeing of existing staff (physical, emotional, financial and spiritual)	Positive	Significant

Is the proposal considered strategic under the Fairer Scotland Duty?	Yes
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<p>IA to be undertaken and submitted with the report – Yes</p> <p>If no – please attach this form to the report being presented for sign off</p>	<p>Proportionality & Relevance Assessment undertaken by:</p> <p>Mark Williamson, HR Business Partner SBC</p> <p>Claire Smith, HR Manager, NHS Borders</p> <p>Wendy Henderson, Partners for Integration, Scottish Borders HSCP</p>
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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	

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
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
<p>Service Expansion</p> <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>
<p>Telecare and Digital Based Care</p> <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>

<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>

- 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
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	

<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>
<p>Staff Recruitment and Retention</p>	
<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>

	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
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.

	<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>

	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
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

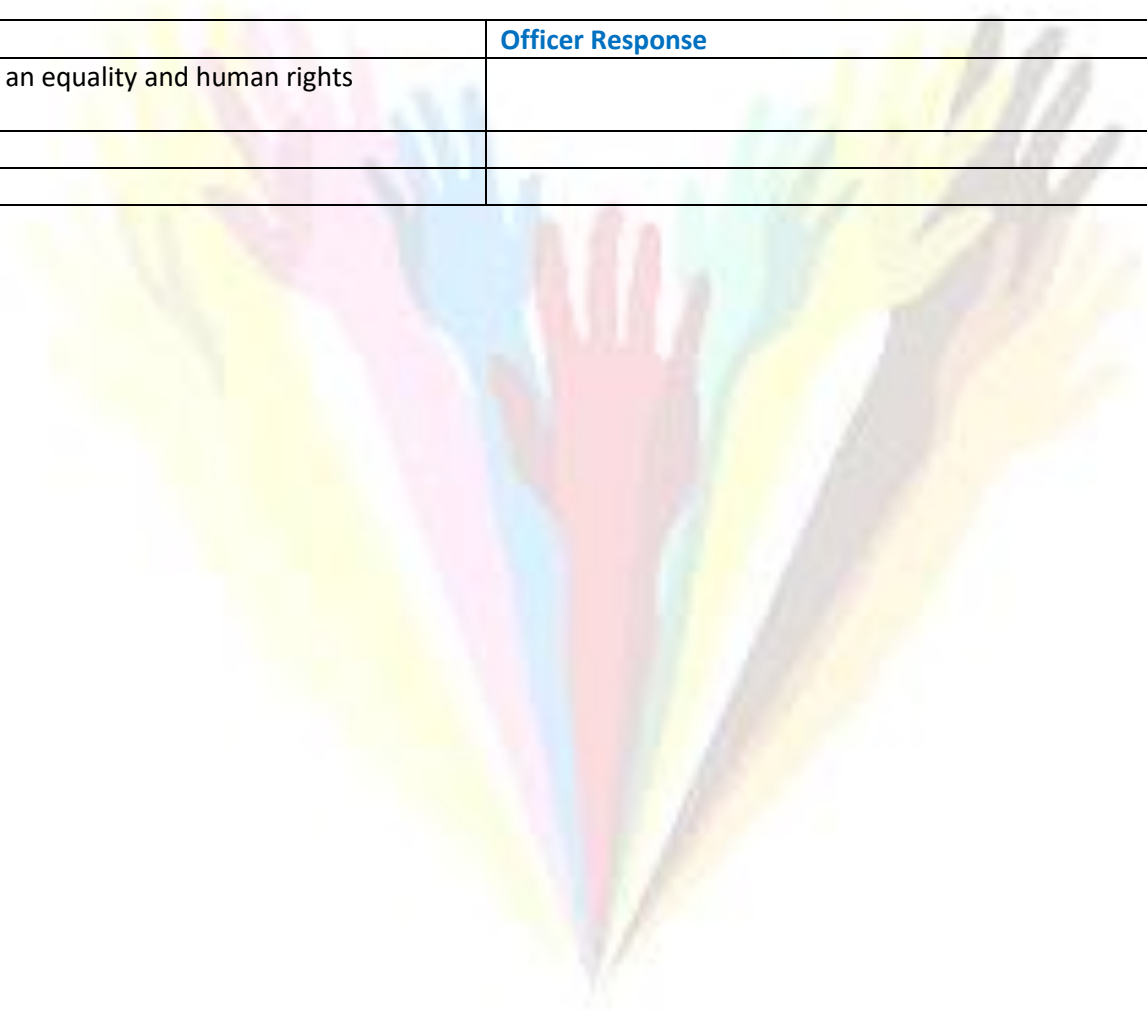
Views Expressed	Officer Response
Nothing expressed in terms of equality and human rights except an ask in relation to the Stage 1 IIA	

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

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



Equality, Human Rights and Fairer Scotland Duty Impact Assessment

Stage 3



Analysis of findings and recommendations

Scottish Borders Health and Social Care Partnership Integrated Workforce Plan

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

The Public Bodies (Joint Working) Scotland) Act 2014, places a duty on the Scottish Borders Integration Joint Board (IJB) and the Scottish Borders Health and Social Care Partnership to maximise the integration of services. To do this effectively this plan has been designed to carefully consider the interdependencies across the whole system as well as delivering the platform from which to ensure that one part of the system's actions do not impinge on another's and the Integration Joint Board and Scottish Borders Health and Social Care Partnership's vision of an across the system approach, to current and future workforce pressures and one that address the current inefficiencies experienced by organisations providing care as staff move from one provider to another.

To capture creative and innovative solutions to support the Scottish Borders Health and Social Care Partnership to get into a more sustainable position for the whole health and social care workforce, this plan is a living documents and will be subject to review and evaluation by staff, care provider organisations, partners and most crucially, the people who have chosen to use the Scottish Borders Health and Social Care Partnership's services to improve the quality of their life and those who have not. These will be taken forward by Action Plan Specific, Short Life Working Groups representing community based organisations and services. This to deliver a flexible approach and enable the short life working groups to adapt and respond to the changing care needs of the Scottish Borders diverse communities.

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	How will you know - Measures to evaluate/mitigating actions
Age	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	X	Current terms and conditions differ across the sectors, further work is required to fully assess the impact this is having on the cross sector workforce	Outcome of analysis to be used to inform/influence future discussions
	Advancing equality of opportunity	X	Supported employment initiatives specifically designed to meet the needs of school leavers with identified support needs will increase the employment opportunities available	Number of school leavers successfully attaining and sustaining employment
	Fostering good relations by reducing prejudice and promoting understanding	X	Addressing the balance in workforce age profile will support Intergenerational relationships and a greater understanding in the needs of older people and the skills, knowledge and expertise of young people delivering care	Workforce Data Views of people being cared for – including but not limited to care surveys
Disability	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	X	Undertake a series of managers and team leaders awareness on the obligations placed on employers in respect of Section 6 of the Equality Act 2010 as a way of supporting staff sustain employment	The number of reasonable workplace adjustments under Section 6 of the Equality Act 2010
	Advancing equality of opportunity	X	Promote the obligations placed on employers in respect of Section 6 of the Equality Act 2010 and the variety of options available to support people with disabilities into employment	The number of reasonable workplace adjustments under Section 6 of the Equality Act 2010

	Fostering good relations by reducing prejudice and promoting understanding	X	Questions may be asked by colleagues as to why these flexible arrangements have been put in place for some.	Develop and routinely promote workplace adjustments which support people with disabilities obtain and sustain employment in the health and social care sectors.
Marriage and Civil Partnership (employment only)	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	X	24 October 2022 – at the time of presenting this IIA it is unclear whether or not the employment contracts of the commissioned services impacts positively or negatively in relation to this protected characteristic	It has been identified that further work is required in this area and will be reported on in the updated version of this IIA
	Advancing equality of opportunity	X	24 October 2022 – at the time of presenting this IIA it is unclear whether or not the employment contracts of the commissioned services impacts positively or negatively in relation to this protected characteristic	It has been identified that further work is required in this area and will be reported on in the updated version of this IIA
Pregnancy and Maternity	Advancing equality of opportunity	X	Work with all providers of adult health and social care services to ensure that all staff have the same equality of opportunity to participate in workforce learning and development when on pregnancy, maternity and paternity leave	Number of staff taking up the opportunity to participate in learning and development opportunities
Race	Advancing equality of opportunity	X	To meet the diverse needs of the Scottish Borders communities it has been decided to explore a cross sector approach to recruiting staff from overseas and those already resident in Scotland	The number of providers engaging in the project The number of staff recruited The development and delivery of initiative to support those recruited
	Fostering good relations by reducing prejudice and promoting understanding	X	In addition to delivering care which meets the expressed needs of people being cared the staff recruited will also provide the Partnership with opportunities to connect with communities currently not accessing services	Profiling of people being cared for by protected characteristic Increased awareness of those living in the communities of the Borders and their engagement in influencing and informing service improvements

Religion & Belief including non-belief	Advancing equality of opportunity	X	Supporting staff from different faiths to blend their religious and professional lives	As part of the wider engagement, we will explore how work placement policies and working hours can be adjusted and become more flexible to support the recruitment, retention and engagement of the diverse faith communities of the Scottish Borders.
	Fostering good relations by reducing prejudice and promoting understanding	X	This will impact positively on those staff wishing to participate fully in their religious festivals however questions may be asked by colleagues as to why these flexible arrangements have been put in place for some.	Develop and promote a Diversity Calendar as a way of promoting awareness and participation in different religious events and we will work with Borders (name) to deliver this.
Sex	Advancing equality of opportunity	X	Addressing the current disparity in terms and conditions across the sectors will increase the opportunity of predominantly women to secure mortgages and private sector leasing as well as being able to participate in employment benefit schemes e.g., care leasing schemes	Reduction in the number of commissioned services offering Zero Hour Contracts
	Fostering good relations by reducing prejudice and promoting understanding	X	Promoting employment opportunities in such a way to address occupational segregation will address some of the preconceived ideas of who should be undertaken what roles in the delivery of health and social care services	Staff roles profiled by relevant protected characteristics, base line to be established to support evidencing improvements in reducing occupational segregation

Human Rights – Reference those identified in Stage 1 (remove those that do not apply)

Article	Enhancing or Infringing	Impact and or difference will the proposal have	How will you know - Measures to evaluate/mitigating actions
Education	Higher education and lifelong learning	<p>New and innovative development opportunities which are designed to meet the diverse learning needs of the current and future workforce</p> <p>Developing clear career pathways to encourage continuous lifelong learning</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>Diversity of courses delivered</p> <p>Number in attendance</p> <p>Reduction in number of leavers</p> <p>Increase in number of staff who find it difficult to gain employment</p>
Work	Employment Earnings Occupational segregation Forced Labour and trafficking*	<p>Addressing occupational segregation within schools, colleges curriculum including marketing images, job fair representation from existing staff with the relevant protected characteristics.</p> <p>As this the first integrated workforce plan the opportunity to analyse the disparity in terms and conditions across the sectors has been created.</p>	<p>A review of the current staff profiling equality data gathering processes is to be reviewed to reflect current best practice, this to enable consistency in data gathering and reporting across all sectors</p> <p>Number of initiatives designed to advance equality of opportunity to engage in continuous professional development</p>

		<p>Reviewing job adverts for bias e.g., race and gender</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.</p>	
Living Standards	<p>Poverty</p> <p>Housing</p> <p>Social Care</p>	<p>Addressing the current disparity in terms and conditions across the sectors will increase the opportunity of predominantly women to secure mortgages and private sector leasing as well as being able to participate in employment benefit schemes e.g., care leasing schemes</p>	<p>Review of cross sector terms and conditions</p> <p>Evidencing how these have influenced and informed the developing Commissioning and Performance Framework</p>
Health	<p>Social Care</p> <p>Health outcomes</p> <p>Access to health care</p> <p>Mental health</p> <p>Reproductive and sexual health*</p> <p>Palliative and end of life care*</p>	<p>A core component of the Partnership's Integrated Workforce Plan is a health and wellbeing strategy built upon the 4 pillars of health - financial, physical, social and emotional.</p>	<p>Health and Wellbeing Bulletins</p> <p>Number of staff engaging in initiatives</p> <p>Analysis of absence by causation</p>

Fairer Scotland Duty

<p>Identify changes to the strategic programme/proposal/decision to be made to reduce negative impacts</p>	<p>No negative impacts identified</p>
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Identify the opportunities the strategic programme/proposal/decision provides to reduce or further reduce inequalities of outcome	The actions to be taken in relation to the expansion of Technology Enabled Care, Digital approaches to the delivery of care and people development plans will all reduce the inequality of outcome for people who are digitally excluded particularly for 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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Are there any negative impacts with no identified mitigating actions? If yes, please detail these below: N/A

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
Transport - Solutions to the challenges identified will be discussed with passenger transport services, Ringo and other transport providers.	Integrated Workforce Plan Implementation Group		31 March 2024
Explore the development of a training suite estate and reduce carbon emissions with reduced travel required.	Integrated Workforce Plan Implementation Group		31 March 2024
Explore working patterns with relevant registered body including the impact that safe staffing	Integrated Workforce Plan Implementation Group		31 March 2024

standards have on flexibility of approach and individual choice.			
Working with Learning Disability services and specialised organisations will enable all employers to have open conversations with staff with additional learning needs.	Integrated Workforce Plan Implementation Group		31 March 2024
Review any potential barriers for those with protected characteristics and the advancement into leadership roles and career opportunities.	Integrated Workforce Plan Implementation Group		31 March 2024
Explore the possibility of prioritizing online learning for those with disabilities to support accessible learning. Explore the possibility of prioritizing online learning for those with caring responsibilities.	Integrated Workforce Plan Implementation Group		31 March 2024
Explore the possibility of prioritizing online learning for those relying on public transport.	Integrated Workforce Plan Implementation Group		31 March 2024
Approach to staff recruitment to explore an equality dimension. Reviewing job adverts for bias e.g., race and gender	Integrated Workforce Plan Implementation Group		31 March 2024

<p>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.</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>Integrated Workforce Plan Implementation Group</p>		<p>31 March 2024</p>
<p>Analyse exit interviews by protected characteristics to identify trends and reasons for leaving.</p>	<p>Integrated Workforce Plan Implementation Group</p>		<p>31 March 2024</p>
<p>Review and embed protected characteristics in surveys to capture potential discriminatory practice and support staff within their roles.</p>	<p>Integrated Workforce Plan Implementation Group</p>		<p>31 March 2024</p>

Supported employment initiatives to be explored to improve access to employment	Integrated Workforce Plan Implementation Group		31 March 2024
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.	Integrated Workforce Plan Implementation Group		31 March 2024

Monitoring Impact – Internal Verification of Outcomes

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

<p>Monthly reporting to the IWP Implementation Group Risk Committee IJB Annually</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?

<p>This plan, coproduced with the commissioned services in the Scottish Borders, applies across all sectors will require ongoing partnership working to implement and review.</p> <p>This will include invitations to commissioned services to become members of the Implementation Group and associated short life working groups.</p>

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 plan and all associated documents will be uploaded into IJB webpage, in addition the plan will be available in braille, easy read version and will include the Happy to Translate logo.

Signed Off By: **Name Strategic Lead**

Date

