

Equality Impact Assessment Template – Policy, Function or Strategy

This document should be completed when a new policy, function or strategy is introduced or when a substantive change to an existing policy, function or strategy is recommended. This will ensure equality considerations are taken into account before a decision is made and the policy, function or strategy can be altered, if required.

1. Policy, function or strategy		
a.	Name/description of the policy, function or strategy ¹	Inverclyde HSCP Workforce Plan 2022-25
b.	Responsible organisation(s)/Lead Service	Finance Planning and Resources
c.	Lead Officer	Andrina Hunter Service Manager Planning, Performance and Equalities
d.	Date of Impact Assessment	June 2023
e.	Partners/other Services involved in the development of the policy, function or strategy	Members of Inverclyde HSCP Extended Management team
f.	Is the policy, function or strategy?	<input checked="" type="checkbox"/> New
		<input type="checkbox"/> Reviewed/Revised
g.	What is the purpose of the policy, function or strategy (include details of any new legislation which prompted the introduction of the policy, function or strategy or the substantive change to the policy, function or strategy)?	<p>Scottish Government requires Inverclyde Health and Social Care Partnership to have a 3-year workforce plan commencing November 2022.</p> <p>In 2019 the Scottish Government's Integrated Workforce Plan for Health and Social Care confirmed that Workforce Planning for NHS Boards and Health and Social Care Partnerships should be undertaken on a three-year cycle to align with Financial and Operational Planning cycles.</p> <p>The purpose of this workforce plan is to Support the HSCP to have the right people, with the right skills, in the right places, at the right time, to fulfil its mandate and its strategic objectives,</p>

¹ Please attach details of the policy, function or strategy to this Template

		and to continue to provide high-quality, person-centred care now, and in the future.	
h.	What are the intended outcomes of the policy, function or strategy?	<p>The plan provides an analysis and forecast of workforce supply and demand informed by local and national workforce challenges and demographic changes.</p> <p>It is accompanied by a clear action plan on how we will attract, retain and develop our workforce in order to meet current and future workforce requirements and contribute to the national long term aim for health and social care in Scotland for people to live longer, healthier lives at home or in a homely setting. The intended beneficiaries are our workforce and the supported people that receive input from our services</p>	
i.	Geographical area (Inverclyde-wide or a specific location)	Inverclyde	
j.	Which parts of the Equality Duty will the policy, function or strategy impact on?		Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by The Equality Act 2010
		x	Advance equality of opportunity between people of different groups
			Foster good relations between people from different groups
k.	Will those who may be directly or indirectly affected by the policy, function or strategy be involved in its development?	Staff of Inverclyde HSCP and ultimately the wider community	

2. Does the policy, function of strategy impact on:		
	Yes	No
<p>a. Protected Characteristics under The Equality Act 2010: Age; Disability; Gender Reassignment; Pregnancy and Maternity; Race; Religion and Belief; Sex; Sexual Orientation (see Section 3)</p>	x	

b. Reducing inequalities of outcome caused by socio-economic disadvantage – Fairer Scotland Duty ² (see Section 6)	x	
c. Local Outcomes Improvement Plan (LOIP) 2017/22 ³ (see Section 7)		x
d. Corporate Plan 2018/22 ⁴ (see Section 8)		x
3. If 'Yes' is selected for any part of Section 2, please populate the other relevant Sections of this Template.		
4. If 'No' is selected for <u>every part</u> of Section 2, please state the reasons for this.		
<p>Please sign below and email a copy of this Template to Karen Barclay, Corporate Policy and Performance Officer:</p> <p><u>karen.barclay@inverclyde.gov.uk</u></p>		
Signature:	Date:	

3. Impact – Protected Characteristics					
Which of the Protected Characteristics will the policy, function or strategy have an impact upon?					
	Impact				
Protected Characteristic	Positive High Low	Neutral	Negative High Low	Reasons/Comments	

² [Fairer Scotland Duty: guidance for public bodies](#)

³ [Local Outcomes Improvement Plan 2017/22](#)

⁴ [Corporate Plan 2018/22](#) (agenda item 5)

Age	x					Workforce covers all age span with majority between 46-65. By ensuring a supportive workplace staff will be retained longer Majority of our service provision is focussed on older adults.
Disability	x					Our workforce supports many members of our community who have a disability
Gender Reassignment			x			
Marriage and civil partnership			x			
Pregnancy and maternity			x			
Race			x			
Religion and belief			x			
Sex	x					Majority of our staff group are female. Plan will help attract more men into careers.
Sexual orientation			x			
Other groups to consider. Carers	x					Many of our staff group will be unpaid carers for relatives. Plan will help create more flexible work patterns.

4. Which parts of the Equality Duty will the policy, function or strategy have an impact upon?	
	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
x	Advance equality of opportunity between people from different groups
	Foster good relations between people from different groups

5. Impact – groups	
From the information you have highlighted above, describe the positive and negative impacts and the groups affected under The Equality Act 2010.	
Positive impacts +	Negative impacts -
<p>Age</p> <p>In terms of our workforce the average ages are between 46- 65. The plan will help support innovative ways of working to keep our staff working longer.</p> <p>It is likely that the plan could have positive impacts on the people as we support all ages. The plan contains a wide range of improvement activity and service redesign. Some of this will involve changes to pathways and models of care and support and changes to how services are delivered. Much of this will relate to older people, due to changing demographics and the increase in the older population. However, it is likely that changes will affect people of all ages. The welfare of the individuals affected is paramount, and they will remain at the centre of any plans going forward. We will aim to minimise impact and to support individuals as much as possible by approaching this in a planned way, taking into account their needs, and by ensuring that clear and consistent communication and engagement take place.</p>	

<p>Disability It is likely that the plan could have positive impacts on the people we support, many of whom have both physical and mental disabilities. The plan contains a wide range of improvement activity and service redesign. Some of this will involve changes to pathways and models of care and support and changes to how services are delivered. The welfare of the individuals affected is paramount, and they will remain at the centre of any plans going forward. We will aim to minimise impact to individuals as much as possible by approaching this in a planned way, taking into account their needs, and by ensuring that clear and consistent communication.</p> <p>We will involve and engage with individuals to ensure the health needs of the residents are fully taken into account. Much of our workforce improvement activity is focussed on improving health and wellbeing of individuals including improved pathways for accessing support.</p> <p>Sex 85% of the workforce within the HSCP are female. Through recruitment the plan will look to engage more men into the professions.</p> <p>Carers By providing flexible approaches for our workforce, it is hoped that more people will choose to come in to the HSCP as a career option. The point above in relation to age and disability, will also relate to carers.</p>	
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6. Impact – Fairer Scotland Duty

What impact will this policy, function or strategy have on reducing inequalities of outcome caused by socio-economic disadvantage?

<p>Positive impact +</p>	<p>Neutral impact =</p>	<p>Negative impact -</p>
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<p>The general levels of pay within social care are low, with the majority of workers at the lower end of the pay scale. By increasing local rates of pay for our lowest paid staff, this will be a positive impact.</p> <p>Employment can be a way out of poverty however if someone is in part time or low paid work then this may still be an issue. We know that the communities in Inverclyde experience challenges associated with deprivation. This is particularly associated with inequality in these communities around income, employment and health.</p>		
<p>Briefly describe how the policy, function or strategy will impact on reducing inequalities of outcome.</p> <p>The actions within the report may improve socio-economic standards for those without employment currently.</p> <p>Continued close engagement will be undertaken with groups and communities to understand the nature of the socioeconomic impact arising from the proposals and any mitigating actions that may be available.</p>		

7. Impact – LOIP 2017/22

Which Priority/Priorities from the LOIP 2017/22 will this policy, function or strategy impact on?

<input type="checkbox"/>	<p>1. Population: Inverclyde’s population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer-term population growth</p>
<input type="checkbox"/>	<p>2. Inequalities: There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced (This may already have been highlighted at Section 6.)</p>
<input type="checkbox"/>	<p>3. Environment, culture and heritage: Inverclyde’s environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit</p>

□	4. The local economy: Inverclyde has a thriving and diverse local economy. Economic activity is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
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Briefly describe how the policy, function or strategy will impact on the LOIP Priority/Priorities.

8. Impact – Corporate Plan 2018/22

Which Priority/Priorities from the Corporate Plan 2018/22 will the policy, function or strategy impact on?

	1. To promote Inverclyde, to both residents and visitors alike, as a great place to live, work and visit
	2. To work collaboratively, to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them
	3. To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs
	4. To reduce the prevalence of poverty and, in particular, child poverty in our communities
	5. To safeguard, support and meet the needs of our most vulnerable families and residents
	6. To improve the health and wellbeing of residents so that people live well, and for longer
	7. To protect and enhance our natural and built environment
	8. To preserve, nurture and promote Inverclyde’s unique culture and heritage
	9. To deliver services that are responsive to community needs and are underpinned by a culture of innovation, continuous improvement and effective management of resources
	10. To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

<p>Briefly describe how the policy, function or strategy will impact on the Corporate Plan Priority/Priorities.</p>

9. Evidence

What evidence do you have to help identify any potential impacts of the policy, function or strategy?

Note: Evidence could include information from consultations, surveys, the Citizens’ Panel, focus groups, interviews, projects, user feedback, complaints, Officers’ knowledge and experience, equalities monitoring data, publications, research, reports, and local and national groups.

Evidence	Details
Consultation/Engagement (including any carried out while developing the policy, function or strategy)	We have utilised information and feedback from a variety of sources in developing this workforce plan including consultations on our strategic plan, matters feedback and informal feedback from staff and managers during the pandemic and also through our wellbeing activities. We have also considered the Scottish Government feedback on the interim plan 2021 and reviewed the commitments from the previous plan.
Research	Our Strategic Needs Assessment provides a range of data on the population of Inverclyde. Feedback from various surveys across both the Council and NHS provide data with regards to our workforce. This highlights the growing demographic pressures in older people’s services and the growing trend towards care at home and ongoing reduction in demand in the care home sector. Cognisance has been taken of several national and local strategies and plans such as The six steps to workforce planning, the National Workforce Strategy for Health

	and Social Care and An Integrated Health and Social Care Workforce Plan for Scotland. Cognisance has also been given to the NHS Recovery Plan as well as local plans such as the Health and Social Care Partnership Strategic Commissioning Plan and Strategic Financial Plan. This Workforce Plan for 2022-2025 also links with both the national and local Remobilisation Plans that have been developed.
Officers' knowledge and experience (including feedback from frontline staff)	Officers across the HSCP and HR colleagues across both parent organisations have a wealth of experience and understanding in relation to workforce.
Equalities monitoring data	<p>Workforce data</p> <ul style="list-style-type: none"> • 85% female; 15%male • Average age 46-65 • Those aged below 45 account for around 38% of staff with only 19% being under 35. • At the last census in 2011, 8,252 citizens identified themselves as carers with 124 of these being under 16 and 69% being female.
User feedback (including complaints)	Services undertake satisfaction surveys, and we use the Your Voice Advisory Network to encourage feedback from service users. This information is fed to services to ensure service user voice is heard in the planning process.
Stakeholders Other	We have taken a partnership approach to the development of our Workforce Plan. Our long-established collaborative approach breathes life into our strategic value of “working better together” with our local statutory, independent, voluntary, third and housing sector partners and Trade Unions, all of whom make a significant contribution to ensure that Inverclyde is a safe, secure and healthy place to live and work.
Are there information gaps and, if so, what are these?	Our wider equalities data in relation to some of the protected characteristics is limited.

10. Consequences of analysis

What steps will you take in response to the findings of your analysis? Please select at least one of the following and provide a brief explanation.

a.	Continue development with no changes	x	As we deliver on the actions within the Workforce plan, we will monitor impact.
b.	Continue development with minor alterations		
c.	Continue development with major changes		
d.	Discontinue development and consider alternatives (where relevant)		

How will the effect of the policy, function or strategy be monitored following implementation?

A 6 monthly report will be submitted to the Inverclyde Strategic Planning Group.
Yearly updates will be presented to IJB

When is the policy, function or strategy due to be implemented?

Already live from Nov 2022

When will the policy, function or strategy be reviewed?

6 monthly

What resources are available for the implementation of the policy, function or strategy? Have these resources changed?

No additional resources specifically for the Plan. HSCP resources are being utilised to support a range of initiatives to support recruitment and retention.

11. Please use the space below to detail any other matters arising from the Equality Impact Assessment process, including what action could be taken to mitigate the impact of the policy, function or strategy.

Details of the Person(s) who completed the Assessment:

Name:	Andrina Hunter
Position:	Service Manager Planning, Performance and Equalities
Date:	30/6/23

Authorised by: _____

Craig Given

Name:	Craig Given
Position:	Head of Service, Finance Planning & Resources
Date:	03/07/23

Thank you for your assistance with the completion of this task.

Please send a copy of the completed Template to Karen Barclay, Corporate Policy and Performance Officer at karen.barclay@inverclyde.gov.uk.

12 August 2022