

Health Inequalities Impact Assessment (HIIA) – 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, where applicable, to; identify relevant stakeholders, undertake robust consultation to deliver a collaborative approach to co-producing the HIIA.

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

<p>The ACHSCP Workforce Plan 2022 - 2025</p> <p>This plan puts into action our approach to delivering on the ACHSCP Strategic Plan 2022 - 2025 in relation to one of its five enablers – workforce. Ensuring we have a sustainable workforce is an essential part of delivering on our Strategic Plan and ensuring we meet the health and social care needs of people living in Aberdeen city.</p> <p>An impact assessment was completed for the Strategic Plan which outlines how achieving the plan will advance equality of opportunity for people with protected characteristics in our communities. As the importance of workforce is included within that assessment it is not required to be considered through that lens in this assessment. This assessment therefore considers the impact from a workforce specific lens.</p>

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

Age	Disability (Learning Disability, Learning Difficulty, Mental Health, Physical Autism/Asperger's	Sex	Gender Reassignment (Particularly in relation to allocation of single sex room)	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief (including non-belief)	Sexual Orientation
X	X	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

Main Impacts	Are these impacts positive or negative or a combination of both	Are the impacts significant or insignificant?
<p>As members of the public our workforce are made up of people with a range of protected characteristics. The aim of the ACHSCP Workforce Plan 2022 - 2025 is to improve the experience of our workforce focusing on three key themes; recruitment and retention, mental health and wellbeing, and growth and development opportunities.</p> <p>All protected characteristics have been considered when determining our actions going forward.</p> <p>Our workforce expect to work in an environment which is considerate of and values their human rights. We consider the 'right to family life' and 'protection from discrimination' as specifically impacted by the actions within the ACHSCP Workforce Plan 2022 - 2025.</p>	<p>Achieving the actions within the plan we should see positive impacts on staff with protected characteristics.</p> <p>Achieving the actions within the plan we should see positive impacts on staff with protected characteristics.</p>	<p>Significant.</p> <p>Significant.</p>

Is the proposal considered strategic under the Fairer Scotland Duty?

The ACHSCP Workforce Plan 2022 – 2025 puts into action our approach to delivering on the ACHSCP Strategic Plan in relation to one of its five enablers – workforce. For this reason we do consider it strategic under the duty and will consider the Fairer Scotland Duty in relation to socio-economic disadvantage as part of this assessment.

HIIA to be undertaken and submitted with the report – Yes

If no – please attach this form to the report being presented for sign off

Proportionality & Relevance Assessment undertaken by:

Stuart Lamberton, Transformation Programme Manager, ACHSCP.

Health Inequalities Impact Assessment (HIIA)

Stage 2 Empowering People - Capturing their Views



Report Title

(What will change because of this report/proposal?)

HIIA Team

Role	Name	Job title	Date of HIIA Training
DiversCity Officer	Amy Richert	Senior Project manager, ACHSCP	February 2022
Service Lead	Sandy Reid	Lead for People and Organisation, ACHSCP (NHSG)	Various 2020 - 2022
Report Author	Stuart Lamberton	Transformation Programme Manager, ACHSCP (ACC)	August 2022
Main Stakeholder (NHS Grampian)			
Mains Stakeholder (Aberdeen City Council)			

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	A population health overview and breakdown of workforce characteristics is included within the ACHSCP Workforce Plan 2022 - 2025.	We have seen an approximately 5% increase in employees within the 20-29 age bracket since 2018. Whilst our largest proportion of staff continue to be within the 50 -60+ group we are seeing a shift from almost 20% in the 60+ age group in 2018 to less than 10% in 2022. This is significant as we lose staff from the workforce at retirement age. This shift indicates an improved spread of workforce across all ages.
Data on relevant protected characteristic	A headcount by ethnicity is included within the ACHSCP Workforce Plan 2022 - 2025.	Just under 60% of staff identify as white Scottish, with 15% (prefer not to say), 10% white British and less than 10% identifying as White other, White Irish, Asian or African. This indicates a low proportion of our workforce is from ethnic minority communities and key actions in the plan seek to continue to diversify our workforce ensuring it is reflective of the communities across Aberdeen City.
Data on service uptake/access	Data on staff turnover is included within the ACHSCP Workforce Plan 2022 - 2025.	Staff turnover data indicates that there is higher turnover of staff in ACHSCP compared to ACC and NHSG. Looking at the age profile of those leaving across NHSG and ACC who were employed by the ACHSCP, that in 2021/22, half of those leaving the partnership were under 40 years old. This indicates that more needs to be done to retain staff within ACHSCP.
Data on socio economic disadvantage	A population health overview and breakdown of workforce characteristics is included within the ACHSCP Workforce Plan 2022 - 2025.	Employment within Aberdeen City has suffered as a result of the COVID-19 pandemic with an estimated 2,680 individuals having lost employment over the past two years. Coupled with the cost-of-living crisis, the lifestyles of many residents in Aberdeen is changing drastically. Unmet need for social care has increased by 75% between April 2021 and April 2022, with population increases and a decrease in lifestyle and wellbeing across many of the sectors of the population, this is likely to continue to rise. Whilst reflective of the wider population of Aberdeen city we can expect our staff to also be impacted by this in their own lives.
Research/literature evidence		
Existing experiences of service information incl Care Opinion		
Evidence of unmet need		

Good practice guidelines	National Workforce Strategy for Health and Social Care	On 11 March 2022 the Scottish Government published the National Workforce Strategy for Health and Social Care. This strategy contains three key objectives; Recovery, Transformation, and Growth and sets out the five pillars of the workforce journey which should be core within the three year workforce plan. These are; Plan, Attract, Employ, Train, and Nurture. The ACHSCP Workforce Plan 2022 – 2025 builds on the foundations set out by the national strategy and the aims and actions each directly link to the five pillars of the workforce journey.
Other – please specify	HIIA – ACHSCP Strategic Plan 2022- 2025	A HIIA was completed for the ACHSCP Strategic Plan 2022 - 2025 which outlines how achieving our strategic aims will advance equality of opportunity for people with protected characteristics in our communities. https://www.aberdeencityhscp.scot/globalassets/governance/hiaa-strategic-plan-2022-25.pdf As the importance of workforce is included within that assessment it is relevant to reflect here as it considers the equalities impact of the work our workforce carries out for the people of Aberdeen City.
Risks Identified	Workforce sustainability	The COVID-19 pandemic has had a significant impact on the workforce and as we adapted to meet the demand from and beyond the pandemic. ACHSCP has a higher turnover of staff compared to partner organisations. There is a shortage of clinical staff & social care staff which is a risk for sustainable service delivery, where staff are already dealing with a lot of pressure. The ACHSCP workforce plan 2022 – 2025 will focus on three key themes for the ACHSCP workforce over the next three years; recruitment and retention, health & wellbeing, and growth & development opportunities. The plan clearly sets out how changes & improvements will be made and how the progress & impact of the plan will be measured. These actions directly contribute to the controls and mitigations required in relation to the risks identified.
Additional evidence required		

Consultation/Engagement/Community Empowerment Events

Event 1 – Short life working group and staff engagement sessions

Date	Venue	Number of People in attendance by category*	Protected Characteristics Represented
Jan – Feb 2022	Virtual	This staff survey was disseminated to all staffing groups across ACHSCP with responses being anonymous	Open to all therefore unknown
5 Oct 2022	Virtual	This was a joint session between the Senior Leadership Team and Team Leaders/Managers represented by staffing groups across ACHSCP	Open to all therefore unknown
Apr – Nov 2022	Virtual and in person	The short life working group responsible for the development of the ACHSCP Workforce Plan 2022 – 2025 met every three weeks from the end of April to the start of July 2022. During July 2022 the group met weekly until the deadline for the first draft to be submitted to Scottish Government and the IJB. These meetings included individual and group sessions with representation from the following staffing groups; NHSG (including Nursing, Allied Health Professionals, Organisational Development) ACC, Social Care services, Trade Unions, Social Work, Strategy and Transformation, and People and Organisation. The group then met monthly between August and November 2022 to finalise all feedback.	Open to all therefore unknown

Views Expressed	Officer Response
The views expressed from the staffing groups and the short life working group have been presented in one pages 12 and 13 of the ACHSCP Workforce Plan 2022 – 2025.	The feedback received from staffing groups and the short life working group was collated and presented in the plan. The recommendations from these were developed into aims and key actions which were brought together and helped

	identify the three key themes in the plan; recruitment and retention, mental health and wellbeing, and growth and development opportunities. All the aims and key actions are presented in pages 16-18 of the ACHSCP Workforce Plan 2022 – 2025.
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Event 2 – Consultation on draft workforce plan

Date	Venue	Number of People in attendance by category*	Protected Characteristics Represented
30 Aug 2022	Virtual	The IJB met on this date to consider the draft version of the plan and provided feedback and suggestions for preparation of the final version.	Open to all member and attendees at the IJB therefore unknown.
Sept – Oct 2022	Virtual	After the draft version was considered by IJB in August 2022 a wider staff consultation was disseminated to all ACHSCP staff over the next two months. This was to gather feedback and reflections on the draft version. The feedback and suggestions provided were considered and where relevant these were included in the final version.	Open to all ACHSCP staff therefore unknown

Views Expressed	Officer Response
Various formatting and wording amendments were suggested to ensure the plan is easy to digest and easy to understand. Further refinement of the aims and key actions were also suggested throughout consultation.	The feedback and suggestions provided were considered and where relevant these were included in the final version of the ACHSCP Workforce Plan 2022 - 2025.

Health Inequality Impact Assessment

Stage 3



Analysis of findings and recommendations

Report Title

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

The ACHSCP Workforce Plan 2022 - 2025

This Plan puts into action our approach to delivering on the ACHSCP Strategic Plan 2022 - 2025 in relation to one of its five enablers – workforce. Ensuring we have a sustainable workforce is an essential part of delivering on our Strategic Plan and ensuring we meet the health and social care needs of people living in Aberdeen City.

An impact assessment was completed for the Strategic Plan which outlines how achieving the plan will advance equality of opportunity for people with protected characteristics in our communities. As the importance of workforce is included within that assessment it is not required to be considered through that lens in this assessment. This assessment therefore considers the impact from a workforce specific lens.

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
Age	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	x	The plan aims to ensure that there are work opportunities for people of all ages within the ACHSCP. It focuses on recruiting and retaining staff with the ability to develop throughout your career. This aims to advance equality of opportunity and foster good relations across all members of the workforce.	Specific Aims included within the 'Recruitment and Retention' section of the Action plan which will measure this and whether this is being achieved over time.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding	x		
Disability	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	x	The plan includes approaches to flexible working which places both physical and mental wellbeing of staff at the centre. There is a strong focus on healthy work/life balance for all. ACHSCP are also required to ensure that reasonable adjustments are made for staff with disabilities.	Specific Aims are included within the 'Mental Health and Wellbeing' section of the Action plan which will measure this and whether this is being achieved over time.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding	x		
Gender Reassignment	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		There has been no evidence gathered through the development of this plan which indicates any negative impact in this area. ACHSCP has a duty to comply with the Equality Act and will provide the required support for staff members transitioning through gender reassignment as required.	ACHSCP will monitor whether any additional actions are required based on feedback from staff. 1 to 1 meetings and developing our wellbeing approaches will be the means by which we capture this feedback.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding			
Marriage and Civil Partnership	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		There has been no evidence gathered through the development of this plan which indicates any negative impact in this area. ACHSCP has a duty to comply with the Equality Act.	ACHSCP will monitor whether any additional actions are required based on feedback from staff. 1 to 1 meetings and developing our wellbeing approaches will
	Advancing equality of opportunity	x		

	Fostering good relations by reducing prejudice and promoting understanding			be the means by which we capture this feedback.
Pregnancy and Maternity	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	x	ACHSCP meets all required standards of care for staff who are pregnant or on maternity leave. This plan does not include any specific actions related to this area however it supports a flexible working approach which has a positive impact for pregnant women and parents.	ACHSCP will monitor whether any additional actions are required based on feedback from staff. 1 to 1 meetings and developing our wellbeing approaches will be the means by which we capture this feedback.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding	x		
Race	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	x	The data to inform this plan indicates that the majority of our workforce are white (Scottish, British, Other). This indicates a low proportion of our workforce is from ethnic minority communities and key actions in the plan seek to continue to diversify our workforce ensuring it is reflective of the communities across Aberdeen City.	Specific Aims included within the 'Recruitment and Retention' section of the Action plan which will measure this and whether this is being achieved over time.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding			
Religion & Belief including non-belief	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct		There has been no evidence gathered through the development of this plan which indicates any negative impact in this area. ACHSCP has a duty to comply with the Equality Act.	The ACHSCP will monitor whether any additional actions are required based on feedback from staff. 1 to 1 meetings and developing our wellbeing approaches will be the means by which we capture this feedback.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding			
Sex	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	x	There has been no evidence gathered through the development of this plan which indicates any negative impact in this area. ACHSCP has a duty to comply with the Equality Act.	The ACHSCP will monitor whether any additional actions are required based on feedback from staff. 1 to 1 meetings and developing our wellbeing approaches will
	Advancing equality of opportunity	x		

	Fostering good relations by reducing prejudice and promoting understanding	x		be the means by which we capture this feedback.
Sexual Orientation	Eliminating discrimination, harassment, victimisation, or any other prohibited conduct	x	There has been no evidence gathered through the development of this plan which indicates any negative impact in this area. ACHSCP has a duty to comply with the Equality Act.	The ACHSCP will monitor whether any additional actions are required based on feedback from staff. 1 to 1 meetings and developing our wellbeing approaches will be the means by which we capture this feedback.
	Advancing equality of opportunity	x		
	Fostering good relations by reducing prejudice and promoting understanding	x		

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
Right to Life			
Right not to be tortured or treated in an inhumane or degrading way			
Right to be free from slavery or forced labour			
Right to Liberty			
Right to a fair trial			

No punishment without law			
Right to respect for private and family life, home and correspondence	Enhancing	The plan aims to improve the quality of life for staff. One key aspect of this is ensuring staff have a healthy work/life balance and flexible working practices which enhances the right to private and family life.	Specific Aims are included within the 'Mental Health and Wellbeing' and 'Growth and Development Opportunities' section of the Action plan which will measure this and whether this is being achieved over time.
Right to freedom of thought, conscience and religion			
Right to freedom of expression			
Right to freedom of assembly and association			
Right to marry and found a family			
Protection from discrimination in respect of these rights and freedom	Enhancing	The plan has been developed in alignment with our wider strategic plan and Equalities Monitoring Outcome Framework. These elements all work together with the aim of enhancing human rights overall for people living and working in Aberdeen City.	Progress reporting against both our ACHSCP Strategic Plan and Workforce Plan 2022 – 2025 and our Equalities Monitoring Outcome Framework.

Fairer Scotland Duty

Identify changes to the strategic programme/proposal/decision to be made to reduce negative impacts	Specific aims and actions are included in the plan to continue to develop and support a sustainable workforce which can retain staff with opportunities for training and development throughout their working lives.
Identify the opportunities the strategic programme/proposal/decision provides to reduce or further reduce inequalities of outcome	The plan aims to develop a sustainable workforce which can retain staff with opportunities for training and development throughout their working lives. ACHSCP is a major employer in Aberdeen City. Ensuring we have a stable and sustainable workforce will reduce the negative impacts of poverty and socio-economic deprivation both through our employment of people within the workforce and through the important health and social care work carried out by our workforce to reduce negative impacts.

Health Inequality Impact Assessment Recommendations

What recommendations were identified during the HIIA process:

Recommendation	Recommendation owned by:	Date recommendation will be implemented by	Review Date

Monitoring Impact – Internal Verification of Outcomes

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

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The ACHSCP Workforce Plan 2022 – 2025 has the key aims and actions embedded within. These come with key performance measures that will be monitored, progressed, and further developed by the delivery group. This delivery group is required to produce progress updates to the IJB as required and to the Risk, Audit, and Performance Committee annually.

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 ACHSCP Workforce Plan 2022 – 2025 is delivered by all services within the partnership. These involve some services who are commissioned by ACHSCP and they are required to provide performance reporting. This includes any information on complaints, feedback, and the gathering of equalities monitoring data. Specific impact assessments will be carried out should these services, or any newly identified, require to be tendered during the lifespan of the plan. This is in line with our commissioning approach set out in our strategic plan.

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.

Signed Off By: Stuart Lamberton, Transformation Programme Manager, ACHSCP and Sandy Reid, People and Organisation, ACHSCP.

Date: 17 November 2022

