

People Plan 2024-27 Equality Impact Assessment

Dignity,
fairness,
respect.

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About The Business Area

Division: Corporate Services

Branch: Strategic Design

Team: Strategic Service Design

Deputy Director Responsible: Nicola Rudnicki

Equality Impact Assessment Owner: Samantha Craig

Name of Officials Involved: Morgan Crawford

Date Equality Impact Assessment Booklet Commenced: 28/07/2024

Date Equality Impact Assessment Booklet First Completed: 28/11/2024

Introduction

This booklet has been designed to guide your business area to complete a robust Equality Impact Assessment for new or revised products, policies, processes or services your business area is looking to introduce or change within Social Security Scotland.

An Equality Impact Assessment is a tool used to assess the potential or actual impact on diverse groups of people (diverse workforce and diverse communities across Scotland) as a result of introducing new or revised products, policies, processes or services.

If your business area conducts a robust Equality Impact Assessment, then the following is likely to happen:

- Builds an inclusive culture when teams and organisation actively consider and address needs of diverse people inside and out of the organisation;
- Improves experience for you, your people and customers during procurement, delivery and evaluation;
- Delivers better products, policies, processes or services as will likely reflect the needs of diverse communities across Scotland.

If your business area does not conduct a robust Equality Impact Assessment, then the following is likely to happen:

- Providing substandard service to diverse colleagues and the diverse communities of Scotland;
- Our diverse colleagues and customers experience difficulties that we could have prevented;
- Losing our ratings of employer of choice and service provider held in high regard;
- Leaves you, your colleagues and organisation open to challenge in Parliament, Media and Courts.

It should also be noted that an Equality Impact Assessment should be started at the point you first start thinking about a new or revise an existing product, policy, process or service. This means when first thinking about introducing a new product, policy or service. Not starting the assessment during the procurement stage or at the point of delivery or at the point of evaluation. If undertaken to the required standard, the Equality Impact Assessment will instead inform procurement, delivery and evaluation which ultimately improves your new or revised product, policy or service. The Equality Impact Assessment should be regularly monitored and updated, including at the points of procurement, delivery, and evaluation.

It is Time To:

First thoughts / Planning

Procurement

Delivery

Review

Start an Equality Impact Assessment

[Update an Equality Impact Assessment](#)

Before you get started, consider if a similar product, policy, process or service has been introduced or used elsewhere in the Organisation, Government or the wider public sector.

If so, it is likely that an Equality Impact Assessment for this similar product, policy, process or service already exists, and your business area should use its connections with the rest of the organisation, wider Government and the public sector to identify and obtain a copy of this. Please contact the [Diversity and Inclusion Team](#) if you need help with this.

Your business area can then utilise, adapt and or build upon this existing Equality Impact Assessment to inform the Equality Impact Assessment your business area is developing which would be unique to your operating context.

In Social Security Scotland, we have a [Corporate Tracker](#) which can be found on Saltire. This tracker should be updated by your business area when starting, completing and updating your Equality Impact Assessment. The checklists in this workbook act as a useful reminder to support your business area to do this.

We have also recently developed a [Quality Assurance Standard](#) which is linked at the end of this booklet. You can use this standard to ensure you, and your business area are meeting organisational standards in relation to the Equality Impact Assessment developed.

Checklist for Before you Begin

Have you:

1. **Read and understood the Equality Impact Assessment Guidance found on Saltire?**

Yes

2. **Signed up to attend the three-monthly Equality Impact Assessment facilitated sessions?**

Yes

3. **Understood, and can explain what the new or revised product, policy, process or service your business area is looking to introduce?**

Yes

4. **Updated the Corporate Tracker on Saltire?**

Yes

Stage 1: Overview

The purpose of stage 1 is to enable your business area to:

- Demonstrate its ability to explain to a wider audience the new or revised product, policy or service looking to be introduced;
- Demonstrate that secondary evidence has been gathered to explain the potential or actual impact your new or revised product, policy or service will have on diverse groups of people;
- Demonstrate its application of the available evidence to support conclusions reached on the potential or actual impact your new or revised product, policy or service has on diverse groups of people;
- Demonstrates robust use of evidence to support the decision if your business area has reached the conclusion that your new or revised product, policy or service does not impact diverse groups of people.

About Your New or Revised Product, Policy, Process or Service

Name of new or revised product, policy or service being subjected to an Equality Impact Assessment: People Plan 2024-27

Is this new or a revision to an existing? New

Gather the Relevant Secondary Evidence Base

Please gather and/or review for your purposes the following the data sources section in the Equality Impact Assessment Guidance.

Using Evidence to Inform Decision Making

Please use the evidence you gathered in section 3 to consider if your new or revised product, policy, process or service will impact in a:

- A positive way (enabling)
- A negative way (barriers)

For all the diversity groups recognised by the Equality Act 2010 and Social Security Scotland.

The full list of diversity groups are as follows:

- Age
- Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race & Ethnicity
- Religion or Belief
- Sex
- Sexual Orientation
- Marriage or Civil Partnership
- Care Experience
- Carers
- Socio-Economic
- Veterans and Armed Forces

Please use this space below to record your findings including sources:

- **Age**

- Multigenerational workforce may have different needs and wants in relation to their wellbeing and ways of working.
- Health and safety procedures apply to all, but younger and aging workforce may require additional support.
- Access to workforce via employment programmes such as apprenticeships etc, vs colleagues leaving the workforce due to retirement and the need to backfill these roles.
- Upskilling requirements for new digital/IT services may vary across age groups.

The proportion of adults with a limiting long-term mental or physical health condition or disability is increasing, as the population ages (Scottish Health Survey, 2024).

There are lower rates of internet use among older adults than among younger adults. In 2019, almost all (99%) adults aged 16-24 reported using the internet compared to 43% of those aged 75+ (Scottish Household Survey, 2020).

- **Disability**

- System accessibility requirements: ensuring any new IT is adapted and appropriate training provided.
- Recruitment support – Disability Confident Scheme membership.
- Accessible and suitable buildings.
- Wellbeing support – employee counselling, peer-to-peer support groups, Employee Passport and signposting to other services.
- The view to reduce sickness days lost across the organisation and implementing this without detriment to colleagues.

1,040,000 people had a long-term activity-limiting health problem or disability (Scotland's Census, 2011).

The disparity in internet usage decreases in younger age groups, with a 7 percentage point difference in usage between 25-34 year olds who are disabled and those who are nondisabled (Scottish Household Survey, 2020)

- **Gender Reassignment**

- Requirement to define gender – will this be required on new IT systems?
- Will Oracle allow individuals to declare their preferred gender identity without unintentionally revealing previous gender identities via payslips, management information, staff directory etc.
- Wellbeing support – employee counselling and signposting to other services.

- **Pregnancy and Maternity**

- Access to training and upskilling during/after periods of family leave.
- Health and safety – BAU, ensuring legal obligations are fulfilled.
- Wellbeing support – employee counselling and signposting to other services.

- **Race and Ethnicity**

- Mainstreaming diversity – ensuring our workforce represents the Scottish population.

- **Religion or Belief**

- Mainstreaming diversity – ensuring our workforce represents the Scottish population.
- Suitable building facilities to support religious beliefs.
- Timings of meetings and events to allow all colleagues to attend and respecting protected time.

About a third of the adult population (38%) identified as belonging to a Christian religion. Overall, 20% belonged to the Church of Scotland, 12% were Roman Catholic, and 6% were another Christian religion. Additionally, 2% of adults were Muslim and another 2% of adults identified as another religion (including Hindu, Buddhist, Pagan, Jewish, Sikh, and 'Another religion' responses) (Scottish Surveys Core Questions, 2024).

- **Sex**

- Workforce planning & recruitment – availability of flexible working and non-full time working patterns.
- Wellbeing support – targeted sessions; menopause cafes and mental health groups etc.

Females, on the other hand, were more likely than males to report that they had conditions more associated with old age, such as physical disabilities and blindness or partial sight loss, as well as mental health conditions (Census Analysis, 2014).

- **Sexual Orientation**

- Mainstreaming diversity – ensuring our workforce represents the Scottish population.
- Wellbeing support – employee counselling and signposting to other services.

96% of adults self-identified as heterosexual (Scottish Surveys Core Questions, 2022).

0.44% of people aged 16 and over identified as trans. This is 19,970 people (Scotland's Census, 2022).

- **Marriage or Civil Partnership**

- No expected impact – protecting all colleagues and keeping everyone safe.

- **Care Experience**

- Availability of employability and mentoring programmes – Care Leavers programme.
- Wellbeing support – employee counselling and signposting to other services.

- Trauma-informed processes and practices shaped by lived experiences.

In 2020, there were an estimated 14,458 looked after children in Scotland, with the majority of these being aged 17 and under. This represents 1.4 per cent of the total 0-17 population. (Children's Social Work Statistics Scotland, 2021).

- **Carers**

- Workforce planning & recruitment – availability of flexible working and non-full time working patterns.
- Wellbeing support – employee counselling, signposting to other services and Carers Passport.

17% of people aged 50 to 64 provide unpaid care to a relative, friend or neighbour. This compares to 2% of under-25s, 10% of 25-49 year olds and 11% of over-65s (Scottish Carers, 2015).

41% of people who provide unpaid care to a relative, friend or neighbour are men; 59% are women (Scotland's Carers, 2015).

- **Socio-Economic**

- Workforce planning & recruitment – availability of job roles with various entry requirements, no required qualifications etc.
- Training and capability building – access to on-the-job training and support, coaching and mentoring. Allowing our staff to improve their career prospects via Graduate Apprenticeships etc.
- Appreciate the impact of the cost of living – working from home and transport costs. Balanced with increased financial pressures as an organisation with no hours increased and reducing opportunities.
- Wellbeing support – employee counselling and signposting to other services.

Access differs by area of deprivation: in 2019, 96% of households in the 20% least deprived areas in Scotland had internet access at home compared with 82% of households in the 20% most deprived areas (Scottish Household Survey, 2020).

- **Veterans and Armed Forces**

- Recruitment programmes – Veterans employability scheme.
- Wellbeing support – employee counselling and signposting to other services.
- Trauma-informed processes and practices shaped by lived experiences.

Decision

Using the information your business area has gathered in this booklet so far, please answer the following questions:

- **Will your activity impact people or another activity that does?** Yes, however each business area will be responsible for completing an Equality Impact Assessment for each of their assigned activities when these **activities are scoped** (3 year plan of work).
- **Will your activity impact other products, policies, processes or services that could affect equality?** Yes, however each business area will be responsible for completing an Equality Impact Assessment for each of their assigned activities when these **activities are scoped** (3 year plan of work).
- **Will individuals have access or be denied access to your product, policy, process or service as a result of your activity or changes?** Potentially, however each business area will be responsible for completing an Equality Impact Assessment for each of their assigned activities when these **activities are scoped** (3 year plan of work).
- **Will the implementation of your activity directly or indirectly impact individuals being employed, a change in staffing levels, terms and conditions, employer or location?** No
- **Will the implementation of your activity result in a change in the size of a budget, or impact on resources and will this impact on individuals?** No
- **Does it relate to an area where there are known inequalities?** No

Recording of Decision

My business area has concluded there is an impact on people from diverse backgrounds by the various activities which will commence as a result of our people plan between 2024 and 2027.

However, each EQIA will be the responsibility of the activity owner/lead as activities **are scoped** between now and 2027.

No Equality Impact Assessment Required Declaration

We have gathered evidence and completed this booklet so far to conclude that **No Equality Impact Assessment is required**.

A summary of the evidence we have based this decision on is as follows:

People Plan Strategic Theme		Responsible	Evidence
Looking After Our Health and Wellbeing	We will update our health and wellbeing plan to make sure it is current, and solutions focused. This will support colleagues to improve their wellbeing and identify ways to optimise attendance across our organisation.	Alison Duncan	Wellbeing Service EQIA
	We will continue to improve our health and safety management system, integrating wellbeing into our approach to practising health and safety to ensure a consistent approach to hazards and risk.	Alison Duncan	Display Screen Equipment Booking Tool EQIA Wellbeing Service EQIA First Aid Training Provider EQIA Lone Workers EQIA
	We will mainstream diversity, equality and inclusion across everything we do, improving accountability whilst embedding our equalities and inclusive communications strategy via our updated framework of practice.	Alison Duncan	Equality and Inclusive Communications strategy EQIA
	We will work across Social Security Scotland to ensure the accessibility needs of our colleagues are a priority, and work to find solutions for accessibility functionality in our systems and processes.	Alison Duncan	Equality and Inclusive Communication Strategy EQIA Purchase and Provision of Specialist Workstation Equipment EQIA

Resourcing Our Services	We will enhance our talent management and succession planning processes, offering career pathways for those wanting to progress and broader and more focused skills and knowledge development options for those who are content in their role.	Fran Porter	Talent Management Framework EQIA Hackajob Recruitment Software EQIA To be confirmed when activities are scoped.
	Continuously improving our resourcing service, we will create and promote an efficient, inclusive resourcing experience for candidates, colleagues, and hiring managers.	Fran Porter	Recruit with Convictions EQIA To be confirmed when activities are scoped.
	As the Social Security Programme comes to an end in 2026, we will collaborate with colleagues across Social Security Scotland and the programme to ensure a smooth service transfer of colleagues with the necessary skills, knowledge, and experience we need in the coming years.	Fran Porter	Volume Recruitment EQIA Oracle EQIA by SG Organisational Restructure and Staff Movement EQIA
	We will deliver a 5-year strategic workforce plan that ensures we have the people, skills and knowledge to meet our clients' needs and organisational objectives.	Fran Porter	Enhanced Recruitment Controls EQIA Workforce Design and Staffing Principles EQIA ERP EQIA

Developing Our People	We will continue to evolve as a learning organisation over the next three years. Fostering continuous learning, and deepening professional knowledge at all levels, including for our leaders and managers.	Suzanne O'Neill	Vocational Qualifications EQIA To be confirmed when activities are scoped.
	We will develop the necessary knowledge and skills in our workforce for both now and the future, supporting a continuous learning culture by providing targeted interventions in different formats, that our colleagues can access and utilise.	Suzanne O'Neill	Talent Management Framework EQIA To be confirmed when activities are scoped.
	Recognising the impact that technology has on what we do, we will build collaborative working partnerships to understand emerging technology requirements and develop appropriate learning packages which help our colleagues provide better service to our clients.	Suzanne O'Neill	Hybrid Learning EQIA Assistive Technology EQIA To be confirmed when activities are scoped.
Defining How We Work	We will review the Line Manager role across the organisation to more fully understand the responsibilities and asks of them, while they manage people in a hybrid working environment.	Bryan Goodfellow	To be confirmed when activities are scoped.
	We will play our part in tackling the climate emergency by considering the environmental impact of what we do in our roles and publishing our own Net Zero strategy by Spring 2025.	Mark Jummun	Carbon Management Plan EQIA Net Zero Strategy EQIA Cycling for Work Policy EQIA
	We will work with Scottish Government colleagues to make oracle cloud work for us, listening to our colleagues' experiences and feedback. We will ensure the availability of learning and support functionality development whilst making best use of its new and improved features.	Fran Porter	EQIA completed by Scottish Government as controllers of Oracle cloud.

Improving Our Performance	We will implement and grow our Approach to Performance across the whole organisation. Supporting teams who have completed it and developing the next phase to drive further performance improvements using data and insight to shape how we do this.	Suzanne O'Neill	To be confirmed (e.g. Org Dev & Design EQIA) To be confirmed when activities are scoped.
	We will bring our Approach to Performance, our Values and the three Cs – Caring, Curiosity and Contribution – together, showing how they complement and support each other, so colleagues see how they can deliver performance activities with dignity, fairness and respect.	Suzanne O'Neill	To be confirmed (e.g. Org Dev & Design EQIA) To be confirmed when activities are scoped.
	We will explore the use of systems, processes, automation and other technology driven solutions to drive continuous improvement and required efficiencies.	Bryan Goodfellow	To be confirmed when activities are scoped.
	We will use our work to bring a people focus to the design and implementation of the Future Service Delivery Model. Providing customer-focused organisation design, and inclusive people-centred outcomes.	Bryan Goodfellow	To be confirmed when activities are scoped.

- The responsibility for completing EQIA activities lies with the owner of the activity / priority at the time it is scoped.
- Divisional priority owners will need to confirm whether the necessary impact assessments have been completed in their monthly business plan reports, this will be fed back to Divisional Senior Leadership team each month and an audit trail will be available in ERDM of these reports.
- This requirement has been communicated to senior leaders within the People and Place division.

Deputy Director Sign Off

I confirm that based on my review of the evidence shared in this workbook, I agree that No Equality Impact Assessment is required as a result of introducing new or revised products, policies or services.

I offer the following statement and justification in support of the decision that no Equality Impact Assessment is required:

Existing Equality Impact Assessment's for pieces of work covered by the People Plan 2024-2027 have either already been completed or are in the process of being completed/reviewed.

This is a 3-year plan of work, which means some activities within the plan have not yet begun – this makes conducting individual Equality Impact Assessments at this stage, for the entire People Plan, impossible.

It has been agreed by People and Place divisional leaders, as in previous years, it will be the Senior Responsible Officer(s) and Lead Official(s) of each activity within the People Plan who will be responsible for ensuring their work is covered by an appropriate Equality Impact Assessment and/or completing a new Equality Impact Assessment **when activities are scoped**.

This will be tracked via the Divisional Business Plan monthly reports e.g. "Have you completed the necessary impact assessments" - and an audit trail available via ERDM once reporting has began.

Name: Bryan Goodfellow

Deputy Director: Ally MacPhail (on behalf of Nicola Rudnicki)

Business Area: People and Place Services

Date: 02.04.2025