

Supporting Good Decisions

Integrated Impact Assessment (IIA)

Title of Policy/ Proposal	Workforce Plan 2025 – 2029
IIA Date	4 September 2025
Facilitator	Kate Thornback, Equalities and Engagement Officer, ELHSCP
Lead officer	Nikki Donald, Organisation and Workforce Development Manager, ELHSCP
Sign off by Head of Service	Laura Kerr, General Manager Planning and Performance, ELHSCP
Participants	Appendix 1.

Acronyms: East Lothian Health and Social Care Partnership (ELHSCP), East Lothian Council (ELC).

Summary and Key Findings

Note to reader: The impacts identified are a reflection of the experiences and knowledge within the room when the assessment was completed. Impacts outside of those identified may exist or arise over time.

The impact assessment was attended by a small group of East Lothian Council and Health and Social Care Partnership staff members with roles relevant to the plan and two representatives from [East Lothian Works](#), a team that helps adults and young people to ‘fulfil their career goals, develop new and existing skills and help grow their businesses in East Lothian’ (quotation is sourced from the East Lothian Works webpage which is hyperlinked above). Participants were sent the session agenda, Participant Information (Appendix 2) and the ‘We Will’ document (Appendix 3) and draft Workforce Plan in advance and ask to read it.

General comments from East Lothian Works **complimented the plan’s** ease of reading, categorisation/format and plain English language use. They commented that the plan felt

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inviting and was visually appealing. The clear, SMART targets and timescales and the balance of data and narrative was welcomed.

A discussion arose about **accessibility**, noting that a broad range of audiences would be likely to find this document accessible. Whilst the discussion concluded that different formats and assistive technologies had been considered and enabled, the HSCP may wish to make this more explicit to better signal the availability of different formats and compliance with Inclusive Communication Guidelines.

Content regarding the role of **apprenticeships** was discussed and whether there was an ambition to increase the number of Modern Apprenticeships specifically (for adults). The continuance of Modern Apprenticeships was said to be linked to the funding landscape. There was support for continuing and expanding these apprenticeships.

How the plan will support **care experienced people and carers/young carers** was discussed. It was confirmed that efforts have been made to target these groups in the past. A suggestion was made that further work with advocacy groups, single point of contact, [positive destinations](#) initiatives and the East Lothian Works youth employability plan and group could be beneficial.

How the plan supports adults with caring responsibilities for adults or children (non-parents – parents have set aside, defined supports that enabled them to work more flexibly) was discussed. It was suggested that approaching employing organisations (ELC and NHS Lothian) about policies to support people with caring responsibilities could support carers to thrive in or enter the ELHSCP workforce. Considered groups were people leaving care that have responsibility for family members with short notice, young carers, grandparent carers of children, carers of family members including women in older age groups that data supports are over-represented in the carer community.

Recommendations:

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1. To ensure that ELHSCP are included in working groups for the development of our partners' workforce strategies. The group considered that aligning plans could have multiple benefits and that senior managers' support to improve collaboration would be advantageous to the HSCP and the employing partners (ELC and NHS Lothian).
2. Different career paths into HSCP could be clearer in the plan (e.g. people with lots of experience, people with limited experience/experiencing barriers to employment, all ages).
3. The Key Objectives section could highlight that opportunities for upskilling are open to both existing and new hires. **[noted – within plan]**
4. The second dot point in 'Staff Engagement' section could include wording that suggests staff are engaged on issues but also growth and development.
5. Consider approaching employing organisations about policies to support people with caring responsibilities that are not covered under Parental Leave policies (etc people leaving care that have responsibility for family members with short notice, young carers, grandparent carers of children, carers of family members.) **[noted – not within the scope of this workforce plan, issue will be raised in partners' meetings]**
6. Discussion concluded that different formats and assistive technologies had been considered and enabled, the HSCP may wish to make this explicit to better signal the availability of different formats and compliance with inclusive communication principles. **[noted – will comply with standard inclusive communication principles]**
7. Reference to the fact that the employing organisations has Disability Confident Employer status may encourage people with disabilities to consider ELHSCP as an employer of choice.
8. The continuance of Modern Apprenticeships was said to be linked to the funding landscape. There was support for continuing and expanding these apprenticeships. This should be communicated to senior managers and taken into account when considering allocation of available funds. **[noted – within workforce plan and has been raised with senior managers]**
9. Further work with advocacy groups, single point of contact, [positive destinations](#) initiatives and the East Lothian Works youth employability plan and group could be beneficial to care experienced young people and young carers. **[noted – work with young people will continue in line with capacity of the team]**
10. Consider explicitly stating that ELHSCP is committed to improving local chances and opportunities for quality careers for people experiencing barriers to employment in East Lothian (Key Principles section, or elsewhere).
11. Expression in the plan of how ELHSCP is future proofing the labour force for a tech-centred future may be beneficial. **[noted – covered under digital agenda]**

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12. Plain English wording could improve the phrase ‘celebrate roles including specialisms and synergies’.

How we will monitor equality impacts:

Actions - These may include financial implications, mitigating actions, actions to maximise positive impacts and risks of cumulative impacts.	Responsible Person	Action due date	Review date
Recommendation 1 – involved in working groups, sighted on drafts.	Organisational & Workforce Development Manager (OWDM)	April 2027	April 2026
Recommendation 2 – services will be supported to look at clearer information to support potential employees accessing employment within the HSCP.	General Managers	April 2028	April 2026
Recommendation 4 – added to workforce plan.	OWDM	October 2025	Completed
Recommendation 7 – added to workforce plan.	OWDM	October 2025	Completed
Recommendation 10 – added to workforce plan	OWDM	October 2025	Completed
Recommendation 12 – added to workforce plan	OWDM	October 2025	Completed

IIA Report

- 1. What is this IIA about and what might/will change as a result of this plan?**

Please see Appendix 2. Participant Information.

- 2. Briefly describe public involvement in this proposal (past, ongoing and planned).**

Not required.

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3. Is the proposal considered strategic under the Fairer Scotland Duty?
Yes.

4. Is any part of this policy/ service to be carried out wholly or partly by contractors? If so, how will equality, human rights (including children’s rights) be addressed?

No

5. How you will communicate information about this plan to children and young people, those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a foreign language?

Alternative accessible formats will be available.

6. Is any additional information or evidence required?

No

7. Are there any negative impacts in section 8 for which there are no identified mitigating actions?

No.

8. Which impacts were identified and which groups will they affect? What are the suggested mitigations for negative impacts and actions to maximise positive impacts?

Equality, Health and Wellbeing and Human Rights	Affected populations (Equality Act 2010 – protected characteristics, Public Sector Equality Duty)
<p>Positive The inclusion of Foundation Apprenticeships in the plan was welcomed. The group considered this commitment would have</p>	<p>Young people and school leavers (protected characteristic – age).</p>

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Equality, Health and Wellbeing and Human Rights	Affected populations (Equality Act 2010 – protected characteristics, Public Sector Equality Duty)
<p>positive employment and socio-economic positive impacts for young people/school leavers.</p> <p>Other age groups – unclear if positive or negative.</p> <p>Opportunity for Improvement: Protect current levels or increase Modern Apprentices (adult apprenticeships), where possible.</p> <p>Disability – It was noted that the plan did not mention that mention the Disability Confident Employer status of the two employing organisations.</p> <p>Opportunity for Improvement: Add mention of the ELHSCP commitment to fairer employment for people with disabilities by mentioning the Disability Confident status of the employing organisations.</p>	<p>Adults and older people (protected characteristic – age)</p> <p>People with a range of disabilities (protected characteristic – disability)</p>
<p>Negative</p> <p>None identified during the IIA.</p>	

Socio-Economic	Affected populations (Fairer Scotland Duty and other duties)
<p>Positive</p> <p>It was noticed that commitment to apprenticeships and working with community partners and through East</p>	

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Socio-Economic	Affected populations (Fairer Scotland Duty and other duties)
<p>Lothian Works could improve chances for people experiencing barriers to employment, especially those about to or recently left school. This could improve socio-economic chances over all and reduce a range of inequalities related to low or no incomes and access to work.</p> <p>Opportunity for Improvement – It was noted that stated support in the plan for carers of all types, but especially those not eligible for parent related policies, could benefit carers. Attempting to influence employing organisations to reconsider supportive policies to include some of the groups listed (right) may assist this group that is over-presented in disadvantaged communities to access more stable and continuous work opportunities.</p> <p>It was confirmed that efforts have been made to target care experienced young people and young carers in the past. A suggestion was made that further work with advocacy groups, single point of contact, positive destinations initiatives and the East Lothian Works youth employability plan and group could be beneficial.</p>	<p>Adults experiencing barriers to employment (Fairer Scotland Duty), school leavers (related to age).</p> <p>Young carers, grandparent carers of children, carers of family members including women in older age groups that data supports are over-represented in the carer community. People leaving care that have responsibility for family members with short notice.</p> <p>Care Experienced and young carers (some people from these groups experience disproportionate levels of socio-economic disadvantage and barriers to employment than populations of the community that do not share these experiences).</p>
<p>Negative</p>	

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5.

Appendix

1. Participants of the IIA

Name/Role	Job Title
Nikki Donald	Lead - Organisation and Workforce Development Manager, ELHSCP
Kate Thornback	IIA Facilitator - Equalities and Engagement Officer, ELHSCP
Shiona Gibson	Notetaker – Recruitment Support Assistant, ELHSCP
Emma Taylor	HR Advisor, Equality Diversity and Inclusion, East Lothian Council
Nicola Cole	Workforce Development Officer, ELHSCP
Alison Hood	East Lothian Works
Leanna Banks	East Lothian Works

2. Participant Information

Workforce Plan 2025-2028 Participant Information

The purpose of this page is to assist everyone invited to the IIA to participate in an informed way.

What do we hope to find out during this IIA?

The IIA is intended to:

- Identify any **positive impacts** of the recommendations of the Workforce Plan 2025-2028 and consider ways that we can maximise them.
- Identify any **negative impacts** of the recommendations of the Workforce Plan 2025-2028 and consider ways that we can mitigate them.
- Allow space for a range of people in different roles, organisations or parts of the community to consider whether any adjustments could be made to the final draft of the Workforce Plan 2025-2028 that would support the Public Sector Equality and Fairer Scotland Duties. In practice this means considering how recommendations of this plan might:
 - **Impact people experiencing social, income or health inequalities or disadvantages.**
 - **‘Cause, address, prevent or end unlawful behaviour that is banned by the Equality Act 2010, including discrimination, harassment and victimisation.**
 - **Advance equal opportunities between people who have a protected characteristic and those who do not.**

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- **Foster good relations between people who have a protected characteristic and those who do not¹**

What is this IIA about?

East Lothian Health and Social Care Partnership uses the workforce planning process to make sure it has the right people with the right skills in the right place at the right time.

The Workforce Plan aims to:

A combination of innovation and strategic planning will help ELHSCP identify and deliver the workforce it requires, when and where it is required. This will be in terms of both volume and skills and of effective and efficient deployment.

The key objectives of the Workforce Plan are:

- Provide support, training, and development opportunities to upskill accordingly.
- Maximise opportunities to attract a new workforce to ELHSCP through various methods including apprenticeships, work placements and recruitment.
- Develop a flexible workforce able to respond to future needs and demands.
- Meet the requirements of existing and developing legislation, but also be guided by national, regional and local strategy and policy.
- Reduce absence levels.

What do we already know (evidence)?

We have an ageing workforce with limited capacity to educate and encourage younger people into health and social care careers.

Absence levels have started to drop with additional support given to managers.

Staff will be given time to carry out the training they need for their roles.

We ensure that staff have the qualifications relevant to their registration conditions.

Who can I contact for more information or if I have questions?

Nikki Donald (email redacted)

3. Additional Participant Reading – ‘We Will’:

Principles of the plan (the principles are historical, that is to say these were the principles that underpinned the previous plan):

- Integrating workforce policies and practices

¹ <https://www.equalityhumanrights.com/guidance/public-sector-equality-duty-psed>

- Ensure that the focus of Partnership Workforce Development activity is on developing knowledge, skills and competencies that support the delivery of Partnership goals and outcomes;
- Ensure that development needs are accurately identified and aligned with strategic priorities; Ensure that workforce development and training is undertaken via effective and efficient delivery methods and implemented in a timely manner;
- Ensure evaluation of workforce development and training activity at varied levels to ensure it is fit-for-purpose;
- Use a range of different approaches to meet development needs, ensuring an appropriate blend of delivery methods (i.e. online, in-person, vocational);
- Ensure that resources available within ELHSCP for workforce development and training are used as effectively as possible and capacity for doing so within ELHSCP explored, before resources are procured out with;
- Adopt a needs-based and flexible (rather than a 'one-size fits-all') approach, as appropriate; and Maximise opportunities for inter-professional / inter-agency learning

Key objectives are (page 14):

- Provide support, training, and development opportunities to upskill accordingly.
- Maximise opportunities to attract a new workforce to ELHSCP through various methods including apprenticeships, work placements and recruitment including local chances and careers for people experiencing barriers to employment.
- Develop a flexible workforce able to respond to future needs and demands.
- Meet the requirements of existing and developing legislation, but also be guided by national, regional and local strategy & policy.
- Reduce absence levels

Step 1: Plan

Staffing Requirements

Our workforce will:

- Have the skills, knowledge, experience and motivation to deliver the highest quality services;
- Be flexible and adaptable around our changing organisational needs;
- Be resilient to change and instigate, as well as adapt to, changes in service delivery;
- Work in an increasingly integrated way across ELHSCP;
- Celebrate roles including specialisms and synergies;
- Be a workforce that delivers with an emphasis on quality;

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- Be a workforce supported to deliver quality services in the most efficient way

Step 5: Nurture

Staff Engagement

We will:

- Ensure respective organisational staff are fully briefed, engaged and aligned to supporting the Workforce Development Plan.
- Ensure managers and leaders establish and embed staff engagement systems and process as the norm in their working practices to ensure that staff can engage timeously with managers on issues.
- Continue to develop and maintain a range of communication and feedback channels with staff, providing clear, consistent information through a range of different media.
- Take forward a review of workforce policies and procedures with a view to harmonisation across partner organisations, where practicable, and to support team working for integration.

Action Plan – All suggested actions (final page of the Workforce Plan draft).

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