Staff Wellbeing Delivery Plan 2021-2022

Equality Impact Assessment Report

1. Title of plan, policy or strategy being assessed

Staff Wellbeing Delivery Plan 2021 -2022

2. What will change as a result of this proposal?

This plan demonstrates a local commitment to staff wellbeing within Midlothian HSCP. The plan reflects the Wellbeing principles outlined within Midlothian and NHS Lothian strategic plans:
- Work has meaning and a positive impact on staff
- Work is a healthy place to be
- We are all able to show leadership
- We listen to staff, and they feel heard

The plan seeks to deliver improvements focusing on staff physical, social, and emotional wellbeing and through the support of positive opportunities. It will promote the development of a caring culture through communication and engagement. And will actively seek to develop safe and comfortable environments in which to work.

3. Briefly describe public involvement in this proposal to date and planned

This plan relates solely to Midlothian HSCP staff across the whole system. There is currently no plan for public involvement.

4. Date of IIA

30.03.22

5. Who was present at the IIA? Identify facilitator, Lead Officer, report writer and any partnership representative present and main stakeholder (e.g. NHS, Council)

Name	Job Title	Date of IIA training	Email
Tracy McLeod	Population Health Project Manager (facilitator)	2007	tracy.mcleod@nhslothian.scot.nhs.uk
Wendy Armitage	Staff Wellbeing Development Lead (report author)	Not Undertaken	Wendy.Armitage@nhslothian.scot.nhs.uk
Anthea Fraser	Learning & Development Manager (lead officer)	2019	anthea.fraser@midlothian.gov.uk
Kirsty Jack	Interim Service Manager (NHS representative)	2018	kirsty.x.jack@nhslothian.scot.nhs.uk
Ranaa Ahmed	Communications Officer (Midlothian Council representative)	2019	ranaa.ahmed@midlothian.gov.uk

6. Evidence available at the time of the IIA

Evidence	**Available?**	**Comments: what does the evidence tell you?**
Data on populations in need	Absence, Datix (incidents/accidents), health and safety data, Occupational Health data, staff turnover/exit interview data, grievances, Personal Development Plans (PDPs), Midlothian	The HSCP have a diverse workforce and different groups have different health and wellbeing concerns e.g., staff on low pay, sedentary workers, manual workers, shift workers, transient workers, and unpaid carers. Health and wellbeing means different things to each person. The partnership requires a broad spectrum of support to reach all groups. To understand

	HSCP staff survey, Work Well strategy	need and deliver support which is sensitive to this diversity it is essential to create an environment which increases collaboration. In turn this will enhance our understanding of the various formats and learning styles that staff require to engage and benefit from the support provided.
Data on service uptake/access	Occupational Health, staff counselling/ listening services, Peer Support service, staff complaints/ grievances; Cycle to Work Scheme; Electric car scheme; Disabled Staff Forum; Coaching/Mediation services	The partnership includes two statutory organisations, NHS and council, we therefore need to develop ways to capture and collate health and wellbeing activity, which is meaningful to all organisations involved, while avoiding duplication. Delivery plans are essential to ensure support is locally targeted to manage resources and ensure effective working.
Data on equality outcomes	No data currently collected	In future this information could improve staff engagement, enhance work satisfaction, creating an environment where staff are less likely to be off work. Support can be directed towards specific needs avoiding undue distress and effectively addressing wellbeing needs.
Research/literature evidence	There is research and literature about health and wellbeing for some staff groups, particularly since the Covid-19 pandemic, however gaps exist around localised intelligence.	Staff wellbeing is essential for a happy and effective workforce. There is ongoing management and leadership commitment at all levels to extend the culture of staff care and support. This in turn reduces absence, increases staff engagement, resulting in improvements in care delivery and financial efficiency. Further research exploring the impact of wellbeing support or lack of

		provision on integrated teams is required.
Public/patient/client experience information	There is currently no data collected aligning staff wellbeing to service users experience	Evidence suggests that improved and sustained care of staff has a positive impact on service user support. This includes direct and indirect outcomes e.g. patient experience, staff sickness, and reduced costs.
Evidence of inclusive engagement of service users and involvement findings	Staff Survey, Partnership Forums, iMatter, health and wellbeing "events", Staff Networks	The evidence highlights the ongoing need for integrated and collaborative engagement processes to ensure staff influence current and future wellbeing service offers. This will help us to provide support which is locally tailored, positively impacting future staff sickness and turnover. It is important to recognise that any changes may take time to embed and demonstrate impact. Longitudinal outcome measures should therefore be applied.
Evidence of unmet need	Anecdotal evidence suggests wellbeing support varies across sectors and services. Further work is required around equity of access day/days of week, times, minority groups, HSCP employer arrangements.	There is a lack of clarity around who accesses services as data is limited. Further work is needed to review service uptake, understand provision out with office hours, and unmet needs associated with population diversity. There is also a lack of comparative data from one organisation to another e.g. NHS services and Council services.
Good practice guidelines	Guided by work previously conducted through Healthy Working Lives within NHS Lothian and Midlothian Council	The Healthy Working Lives programme is currently under review following the change in service offer during the pandemic, update is awaited in Spring 2022

Environmental data	Access to greenspace Local environmental plans to manage waste	Access to environments which are conducive to wellbeing varies across services and the geographical spread of Midlothian.Covid-19 has influenced access to local services negatively with reduced facilities e.g. public toilets. In addition to this further information is required around community working out with office hours. The impact of transitioning to hybrid working requires future evaluation.
Risk from cumulative impacts		
Other (please specify)		
Additional evidence required	Lack of comparative data pre and post pandemic and longitudinal research	Staff wellbeing has been impacted by the pandemic due to multiple causes, staff sickness absence, complex working environments, caseload fluctuations, etc. However, staff wellbeing has received increased focus with the development of new support systems. Staff wellbeing is not determined by short term interventions but requires consistent and sustained investment. Such work will create the necessary intelligence to promote long term staff wellbeing benefits.

7. In summary, what impacts were identified and which groups will they affect?

Impact on Equality, Health and Wellbeing and Human Rights	Affected populations
Positive While there have been numerous wellbeing activities within the sectors, evidence is lacking in terms of the demographics of those who have benefitted. There is therefore great potential for local wellbeing support to not only identify specific needs, but tailor support and measure impact. This will enable the HSCP to respond to local patterns of absence, feedback on health concerns, and target positive interventions. The work has the potential to galvanise integrated working by creating opportunities for joint programme planning. Support can be cost effective by utilising local groups to deliver on-site health promoting activities and subsidising access to local facilities e.g. leisure services. Enhancement of leadership skills which engage all staff at all levels and encourage career development/ progression/ succession planning. There is potential to foster good relations within and between the staff networks. The plan will seek to promote healthier lifestyles through participation, inclusion, and dignity. The work will enable staff to influence and take more control of their working environment by identify gaps in provision and targeting areas for improvement. **Negative** While this work aims to improve staff wellbeing across Midlothian HSCP, there is currently a lack of data within some sectors and limited comparative information.	All staff Low income/on benefits/vulnerable to falling into poverty Carers Staff living or based in rural communities Staff living with a disability Staff identifying as LGBT Black and minority ethnic staff Young people People from diverse religions and beliefs Those experiencing low literacy/numeracy People with limited IT skills Staff working shifts Bank staff

Impact on Equality, Health and Wellbeing and Human Rights	Affected populations
To avoid inequitable support and to address cultural differences, greater understanding of staff diversity, working relationships, and perceptions of roles/status is required. Development of intranet-based information may increase existing inequalities. There is therefore a need to enable staff to access support via other means. Support must consider language and the potential barriers associated with literacy, numerous, and English as a second language. There is potential for unequal access to planned activities and benefits. Some staff are harder to reach. Some staff will find certain activities difficult to engage with. Staff working in integrated teams but with different employers may need enhanced awareness of organisational contexts as well as professional roles.	

Impact on Environment and Sustainability	Affected populations
Positive Active promotion of environmentally friendly transportation e.g. cycling, walking, electric cars Increased use of green spaces Development of bespoke staff wellbeing spaces e.g. MCH, residential homes Increased access to fundamental needs within the community e.g. toilets, safe spaces Review of green spaces, development and access	All staff

Impact on Environment and Sustainability	**Affected populations**
Adoption of environmental recommendation e.g. reduction in use of plastic through the use of reusable bottles and flasks Target printing and document hard copy **Negative** No detrimental impact identified	

Impact on Economic factors	**Affected populations**
There is clear evidence that enhance staff wellbeing leads to improved services and decreased costs. **Positive** The aim of this plan is to utilise current resources including - HSCP staff expertise and engagement - Third sector support - Locally engaged businesses/ corporate sector Additional funding provided by the Scottish Government and others e.g. ELHF will focus on interventions determined by local staff needs. Support will be prioritised considering - Number of staff supported - Quality of intervention - Suitability e.g. training trainers, online support, technological innovation e.g. apps - Addressing unmet need **Negative** No detrimental impact identified	All staff

8. **Is any part of this policy/ service to be carried out wholly or partly by contractors and how will equality, human rights including children's rights , environmental and sustainability issues be addressed?**

Not applicable

9. **Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.**

Following good practice guidelines

- Consider the development of a summarised version and infographics to guide wellbeing content and reporting
- Ensure the plan is in plain language (reframed as far as possible to suit the national reading age of 9 years)
- Consider how intranet content aimed at staff could incorporate access to information about wellbeing support
- Seek to minimise duplication across sectors
- Consider how the objectives within the delivery plan can be made accessible to staff without ready access to computers in their workplace
- Seek support from the Staff Wellbeing Group, SMT and the Extended Management Team to actively promote the six areas of work framing the Wellbeing Delivery Plan – Engagement, Communication, Leadership, Programme of Support, Environment, Mental Health
- Seek support from the communications team and public engagement officer to scrutinise content to minimise complexity and increase accessibility

10. **Does the policy concern agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use?** If yes, an SEA should be completed, and the impacts identified in the IIA should be included in this.

Not applicable

11. **Additional Information and Evidence Required**

Not required

12. Recommendations (these should be drawn from 6 – 11 above)

- Utilising local and national data, address gaps in staff wellbeing support utilising the eight areas of wellbeing as reference
- Ensure as far as reasonably possible staff are consulted within the process of designing and delivering wellbeing support
- Seek to work collaboratively across agency and services to avoid duplication and create a clear focus to wellbeing support
- Working with the National Wellbeing Champions and local support e.g., acute care and other HSCP's, seek areas of good practice to test and spread within Midlothian
- Work with all relevant agencies to create a better understanding of the needs of underrepresented groups and those at risk due to inequalities
- In partnership with other HSCP's identify a reliable and regionally appropriate tool to measure impact
- Seek ways to capture qualitative feedback to demonstrate greater meaning within wellbeing outcomes

13. Specific to this IIA only, what actions have been, or will be, undertaken and by when?

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	**Who will take them forward (name and contact details)**	**Deadline for progressing**	**Review date**
Utilising local and national data, address gaps in staff wellbeing support utilising the eight areas of wellbeing as reference	Staff Wellbeing Group Facilitator W Armitage	ongoing	April 2023
Ensure as far as reasonably possible staff are consulted within the process of designing and delivering wellbeing support	Staff Wellbeing Group Facilitator W Armitage	ongoing	April 2023
Seek to work collaboratively across agency and services to avoid duplication and create a clear focus to wellbeing support	Staff Wellbeing Group Facilitator W Armitage	ongoing	April 2023
Working with the National Wellbeing Champions and local support e.g., acute care and other HSCP's, seek	Staff Wellbeing Group Facilitator	ongoing	April 2023

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and contact details)	Deadline for progressing	Review date
areas of good practice to test and spread within Midlothian	W Armitage		
Work with all relevant agencies to create a better understanding of the needs of underrepresented groups and those at risk due to inequalities	Staff Wellbeing Group Facilitator W Armitage	ongoing	April 2023
In partnership with other HSCP's identify a reliable and regionally appropriate tool to measure impact	Staff Wellbeing Group Facilitator W Armitage	Sept 2022	April 2023
Seek ways to capture qualitative feedback to demonstrate greater meaning within wellbeing outcomes	Staff Wellbeing Group Facilitator W Armitage	ongoing	April 2023

14. How will you monitor how this policy, plan or strategy affects different groups, including people with protected characteristics?

The Wellbeing Delivery Plan sets out a range of interventions and timeframes designed to enhance, develop, and extend staff wellbeing support within Midlothian. Progress will be reported at senior management level. Individual areas of work will be reported including scoping activities.

Historically protected characteristics have not been captured in wellbeing work such as Healthy Working Lives. Within this work we will therefore seek to identify any potential risk of exclusion while seeking to link with wider NHS Lothian and Midlothian council equality and diversity developments.

15. Sign off by Head of Service/ Project Lead

Name : Nick Clater

Date 24 May 2022