



Areas for Consideration of Impact

Protected Characteristics

Age: older people; middle years; early years; children and young people.
Disability: physical impairments; learning disability; sensory impairment; mental health conditions; long-term medical conditions.
Gender Reassignment: people undergoing gender reassignment
Marriage & Civil Partnership: people who are married, unmarried or in a civil partnership.
Pregnancy and Maternity: women before and after childbirth; breastfeeding.
Race and ethnicity: minority ethnic people; non-English speakers; gypsies/travellers; migrant workers.
Religion and belief: people with different religions or beliefs, or none.
Sex: men; women; experience of gender-based violence.
Sexual orientation: lesbian; gay; bisexual; heterosexual.

Fairer Scotland Duty

Low income – those who cannot afford regular bills, food, clothing payments
Low Wealth – those who can meet basic living costs but have no savings for unexpected spend or provision for the future.
Material Deprivation – those who cannot access basic goods and services, unable to repair/replace broken electrical goods, heat their homes or access to leisure or hobbies
Area of Deprivation/Communities of Place - consider where people live and where they work (accessibility and cost of transport)
Socio-Economic Background - social class, parents' education, employment, income.

Health Inequality (those not already covered in the Fairer Scotland Duty)

Low literacy / Health Literacy includes poor understanding of health and health services (health literacy) as well as poor written language skills.
Discrimination/stigma – negative attitudes or treatment based on stereotyping. Discrimination can be direct or indirect and includes harassment and victimisation.
Health and Social Care Service Provision - availability, and quality/affordability and the ability to navigate accessing these.
Physical environment and local opportunities - availability and accessibility of housing, transport, healthy food, leisure activities, green spaces, air quality and housing/living conditions, exposure to pollutants, safety of neighbourhoods, exposure to crime, transmission of infection, tobacco, alcohol and substance use.

<p>Education and learning - availability and accessibility to quality education, affordability of further education, Early Years development, readiness for school, literacy and numeracy levels, qualifications.</p>
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Other

Looked after (incl. accommodated) children and young people
Carers: paid/unpaid, family members.
Homelessness: people on the street; staying temporarily with friends/family; in hostels, B&Bs.
Involvement in the criminal justice system: offenders in prison/on probation, ex-offenders.
Addictions and substance misuse
Refugees and asylum seekers
Staff: full/part time; voluntary; delivering/accessing services.

Human Rights (note only the relevant ones are included below)

<p>Article 2 – The right to no discrimination – not to be treated in a different way compared with someone else in a similar situation. Indirect discrimination happens when someone is treated in the same way as others that does not take into account that person's different situation. An action or decision will only be considered discriminatory if the distinction in treatment cannot be reasonably and objectively justified.</p>
<p>Article 3 - The right to life (absolute right) – everyone has the right to life, liberty and security of person which includes access to basic necessities and protection from risks to their life from self or others.</p>
<p>Article 5 - The right not to be tortured or treated in an inhuman or degrading way (absolute right) which includes anything that causes fear, humiliation intense physical or mental suffering or anguish.</p>
<p>Article 9 - The right to liberty (limited right) – and not to be deprived of that liberty in an arbitrary fashion.</p>
<p>Article 10 - The right to a fair trial (limited right) – including the right to be heard and offered effective participation in any proceedings.</p>
<p>Article 12 - The right to respect for private and family life, home and correspondence (qualified right) – including the right to personal choice, accessible information and communication, and participation in decision-making (taking into account the legal capacity for decision-making).</p>
<p>Article 18 - The right to freedom of thought, belief and religion (qualified right) including conduct central to beliefs (such as worship, appropriate diet, dress etc.)</p>
<p>Article 19 - The right to freedom of expression (qualified right) – to hold and express opinions, received/impart information and ideas without interference</p>

UNCRC

Article 2 non-discrimination	Article 15 freedom of association	Article 30 children from minority or indigenous groups
Article 3 best interests of the child	Article 16 right to privacy	Article 31 leisure, play and culture
Article 4 implementation of the convention	Article 17 access to information from the media	Article 32 child labour
Article 5 parental guidance and a child's evolving capacities	Article 18 parental responsibilities and state assistance	Article 33 drug abuse
Article 6 life, survival and development	Article 19 protection from violence, abuse and neglect	Article 34 sexual exploitation
Article 7 Birth, registration, name, nationality, care	Article 20 children unable to live with their family	Article 35 abduction, sale and trafficking
Article 8 protection and preservation of identity	Article 22 refugee children	Article 36 other forms of exploitation
Article 9 separation from parents	Article 23 children with a disability	Article 37 inhumane treatment and detention
Article 10 family reunification	Article 24 health and health services	Article 38 war and armed conflicts
Article 11 abduction and non-return of children	Article 25 review of treatment in care	Article 39 recovery from trauma and reintegration
Article 12 respect for the views of the child	Article 26 Benefit from social security	Article 40 juvenile justice
Article 13 freedom of expression	Article 27 adequate standard of living	Article 42 knowledge of rights
Article 14 freedom of thought, belief and religion	Article 28 right to education	

ACHSCP Impact Assessment – Proportionality and Relevance

Name of Policy or Practice being developed	In-Year Recovery Plan – Pause Recruitment (and associated backfill (overtime/agency/bank) but for Exceptional Circumstances).
Name of Officer completing Proportionality and Relevance Questionnaire	Sandy Reid, Lead for People & Organisation Sarah Gibbon, Transformation Programme Manager
Date of Completion	12 th November 2024
What is the aim to be achieved by the policy or practice and is it legitimate?	Addressing projected overspend position in-year for 2024-25
What are the means to be used to achieve the aim and are they appropriate and necessary?	To achieve this aim, ACHSCP intend to undertake several measures as a part of a budget recovery plan. These are appropriate and necessary to balance the budget.
If the policy or practice has a neutral or positive impact please describe it here.	NA
Is an Integrated Impact Assessment required for this policy or decision (Yes/No)	Yes
Rationale for Decision NB: consider: - <ul style="list-style-type: none"> • How many people is the proposal likely to affect? • Have any obvious negative impacts been identified? • How significant are these impacts? • Do they relate to an area where there are known inequalities? • Why are a person’s rights being restricted? • What is the problem being addressed and will the restriction lead to a reduction in the problem? • Does the restriction involve a blanket policy, or does it allow for different cases to be treated differently? • Are there existing safeguards that mitigate the restriction? 	This proposal is likely to affect a large number of people working within the organisation with potential negative impacts having been identified. These impacts are of moderate severity and relate to an area where there are known inequalities. There will be options which allow for different cases to be treated differently, and there are existing safeguards in place that mitigate the restriction.
Decision of Reviewer	Approved
Name of Reviewer	Fiona Mitchelhill, Chief Officer
Date	12th November 2024

Scottish Specific Public Sector Duties (SSPSED)

Procured, Tendered or Commissioned Services

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?

NA

ACHSCP Impact Assessment – The Integrated Impact Assessment

Description of Policy or Practice being developed including intended aim.	In-Year Recovery Plan – Pause Recruitment (and associated backfill (overtime/agency/bank) but for Exceptional Circumstances).
Is this a new or existing policy or practice?	Extension of existing policy
Name of Officer Completing Impact Assessment	Sandy Reid, Lead for People & Organisation Sarah Gibbon, Transformation Programme Manager
Date Impact Assessment Started	12 th November 2024
Name of Lead Officer	Fiona Mitchelhill, Chief Officer
Date Impact Assessment approved	12 November 2024

Summary of Key Information

Groups or rights impacted.	<p>This proposal primarily affects staff and teams within ACHSCP.</p> <p>There may be secondary impacts on patients and service users if service provision has to be reduced in line with a reduction in staffing levels. This is likely to impact on the overall capacity and patient flow across the whole system. Any reductions in capacity or changes to services flowing from the pause in recruitment (and associated backfill (overtime/agency/bank) will be determined by the Chief Officer having regard to further Integrated Impact Assessments.</p>
Feedback from consultation and engagement and how this informed development of the policy or practice	<p>Consultation and engagement to date has primarily focus on leadership team and all-staff ‘townhall’ discussions.</p> <p>Key findings of the consultation / engagement around this proposal include:</p> <ol style="list-style-type: none"> 1. Ensuring robust risk assessment process to essential roles are identified and recruited to. 2. Importance of considering the impact on safety and patient care. 3. Need for senior leadership to strongly endorse roles determined by the Chief Officer as being essential under exceptional circumstances. 4. Importance of looking after staff wellbeing when operating under increasingly pressured circumstances.

	<p>Results of this consultation and engagement have strengthened the current processes. A vacancy management process will ensure due diligence is given to ensuring ACHSCP is managing resources whilst having due regard to clinical risk and statutory duties (such as the Health and Care (Staffing) (Scotland) Act 2019 when reviewing proposed recruitment or backfill proposals.</p>
<p>Performance Measures identified, where these will be reported and how impact will be monitored.</p>	<p>Staffing data will be monitored to ensure that there is minimal detrimental impact on wellbeing. Where there is potential detrimental impact on wellbeing, that will be minimised through the Health and Wellbeing initiatives. Data that can be monitored includes:</p> <ul style="list-style-type: none"> • Sickness and absence rates • iMatter survey results <p>Vacancies will be monitored to determine whether rates are increasing and to monitor areas with high vacancy rates:</p> <ul style="list-style-type: none"> • % vacancies held within services • Whether the vacancy rate is increasing i.e. higher turnover <p>The services will need to monitor their capacity and waiting lists, with any significant changes being reported to the Senior Leadership Team and through the clinical governance processes:</p> <ul style="list-style-type: none"> • Services to monitor waiting lists and capacity • Reduction in acute and intermediate bed settings <p>Complaints and the governance dashboard is considered by the SLT every month and includes information on complaints. This can be monitored for impact and the SLT can investigate any areas of increased complaints to see if it could be related to non-recruitment.</p> <p>Importantly, ACHSCP will need to monitor any potential impacts on clinical and care governance:</p> <ul style="list-style-type: none"> • The potential impact to any services will be monitored through the ACHSCP's existing Clinical and Care Governance processes, reporting ultimately to the Clinical and Care

	Governance Committee, to ensure timely reporting of any issues.
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Review

Date the Impact will be reviewed	12 th January 2025
Rationale for Date	8 weeks commencing initial IIA and within the potential winter pressures.

Having considered all of the groups, duties, and rights in the guidance on Impact Assessment could this policy or practice have a negative impact on any of the following. Please answer Yes or No. If you answer Yes, please specify precisely which particular group, duty or right will be impacted and how and also what (if any) current evidence you have.

	Yes/No	Details	Evidence
Protected Characteristics	Yes	<p>Any staff member who has protected characteristics may be impacted.</p> <p>There may be an impact on people and service users with protected characteristics if services need to amend their capacity, level of service provision, performance and/or waitlist to cope with the reduced workforce. If this is the case, a further IIA will be undertaken on the service change.</p> <p>Examples of the possible impacts include:</p> <ol style="list-style-type: none"> a. Increased unmet need in the city; b. Increased waiting list for assessment of care needs; c. Reduction of service provision across health and care services; d. Increased rate of delayed discharges from hospital settings; e. Increase in complaints and potential regulatory intervention; and f. Impact on the delivery of the IJB Strategic Plan and associated Delivery Plan. 	Data held on protected characteristics by employing organisation
Fairer Scotland Duty	Yes	There may be a mild impact on the Fairer Scotland duty, as non-recruitment to vacancies	Around 5,400 people aged 16 and over in Aberdeen City were unemployed in the year ending December 2023. This is a rate of 4.3%.

		will reduce the employment opportunities of people within Aberdeen.	This was an increase compared with the year ending December 2022 when the unemployment rate was 3.9%. (Office for National Statistics)
Health Inequality	Yes	Health and Social Care Service Provision - availability, and quality/affordability and the ability to navigate accessing these. Service provision may have to be reduced to compensate for reduced staffing levels. This will be monitored by the Chief Officer and Senior Leadership Team and informed by their own IIAs if a test of proportionality and relevance indicates this is required.	Service capacity data
Other Groups	Yes	Staffing groups may face increase pressures due to the reduced workforce.	
Human Rights	No	NA	NA
UNCRC	No	NA	NA

Will there be any cumulative impacts between this policy or decision and others	Yes	X	No
Describe what this cumulative impact will be and include evidence mitigations in the sections below	<p><u>NHG Grampian</u></p> <p>NHS Grampian are implementing a reduction in the work week, which will result in reduced capacity within the existing workforce.</p> <p>There are also higher requirements for staffing due to the Health and Care (Staffing) (Scotland) Act 2019, which places a duty on NHS Grampian to ensure both the appropriate numbers of staff and the appropriate type of profession.</p>		

	<p><u>Aberdeen City Council</u></p> <p>Aberdeen City Council are currently in a collective bargaining process looking at the possible change of working week for Aberdeen City employed staff from 37 hours per week to 35 hours per week.</p> <p>The above policies and decisions will have a cumulative impact on pausing recruitment as they further reduce the capacity available to deliver services. This will be monitored as the proposal progresses, and the IIA updated with the outcomes as appropriate.</p>
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Please list below the groups of stakeholders to be engaged with or consulted, what feedback has been received and how this has influenced development of the policy or practice and what (if any) mitigating actions have been put in place.

Stakeholder Groups	Feedback Received	Influence on Policy or Practice/Mitigating Actions
Senior Leadership Team	Non-recruitment may result in being unable to deliver services to the standards expected.	Services may require to reduce the capacity of their service and/or performance levels if staffing levels reduce. Such changes will be subject to their own Integrated Impact Assessments.
Operational Leadership Team	<p>Ongoing consultation throughout the budget setting process with leadership teams have highlighted:</p> <ul style="list-style-type: none"> • There is the opportunity to redesign teams, particularly at leadership level, when vacancies naturally arise. There is a need to evaluate what is needed – not necessarily a like for like replacement • There are opportunities for more locality working and improved multi-disciplinary team working 	

	<ul style="list-style-type: none"> There are challenges to maintain existing levels of service provision if staff become spread too thin. 	
All Staff (Townhall Session)	Need to focus on the risk assessment process around vacancies having regard to patient safety and care. Senior Leaders will need to advocate strongly on behalf of services where an essential need is identified.	<p>Several gateways for a service or manager to highlight the critical need for a post.</p> <p>A member of the Senior Leadership Team attends NHS Grampian's vacancy Scrutiny Panel to explain the case for exceptional circumstances for a post. There is challenge internally within the Senior Leadership Team.</p>

Scottish Specific Public Sector Duties (SSPSED)

Procured, Tendered or Commissioned Services

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?

Not applicable.

ACHSCP Impact Assessment – The Review

Name of Impact Assessment being reviewed	In-Year Recovery Plan – Pause Recruitment (and associated backfill (overtime/agency/bank) but for Exceptional Circumstances).
Name of Officer completing review	TBC
Date Review Commenced	TBC
Reason for Review (scheduled or accelerated)	TBC
Reason for Accelerated Review	TBC
Name of Lead Officer	TBC
Date Review Completed	TBC

Summary of Key Information

What amendments have been identified to the original Impact Assessment?	
What evidence do you have for these amendments?	
What actions have you taken to review the policy or practice in light of the review?	

Having considered all of the groups, duties, and rights in the guidance on Impact Assessment has the impact of this policy or practice changed from the original assessment? Please answer Yes or No. If you answer Yes, please specify precisely what change has occurred and which particular group, duty or right it affects and how and also what (if any) current evidence you have.

	Yes/No	Details	Evidence
Protected Characteristics			
Fairer Scotland Duty			
Health Inequality			
Other Groups			
Human Rights			
UNCRC			

Will there be any cumulative impacts between this policy or decision and others	Yes	No
Describe what this cumulative impact will be and include evidence mitigations in the sections below		

Please list below the groups of stakeholders to be engaged with or consulted, what feedback has been received and how this has influenced development of the policy or practice and what (if any) mitigating actions have been put in place in light of the changes identified above.

Stakeholder Groups	Feedback Received	Influence on Policy or Practice/Mitigating Actions