



NHS Shetland Equality and Diversity Mainstreaming Update Report 2023

What NHS Shetland has done in the period April 2021 to March 2023 to make the Public Sector Equality Duty an integral part of the way it functions

This report is also available in large print and other formats and languages, upon request. Please call NHS Shetland on (01595) 743060 or email: shb.nhs.uk/contactus.asp

April 2023

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What NHS Shetland has done in the period April 2021 to March 2023 to make the Public Sector Equality Duty integral to responsibilities

1. What is the Public Sector Equality Duty?

The Public Sector Equality Duty is defined in the Equality Act 2010, Part 11, Chapter 1, and Section 149 which states:

A public authority must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The 9 “protected characteristics” as defined by the Equality Act 2010 are:

- Race
- Disability
- Age
- Sex (male or female)
- Sexual orientation
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership
- Religion or belief

2. Why produce this report?

In Scotland the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended, applies to public bodies such as NHS Shetland. This requires us to produce and publish a report every two years detailing the work we have done to make the public sector equality duty an integral part of the way we function as an organisation. This is “mainstreaming” the needs of our local equality and diversity communities and mainstreaming equality and diversity within NHS Shetland.

This is the NHS Shetland mainstreaming report for the period April 2021– March 2023.

As required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, this report has been put on the NHS Shetland website to make it easily accessible to local equality and diversity groups and the general public in Shetland and also widely available to staff.

Overarching work that is relevant to all 9 “protected characteristics” such as:

- Staff Training
- Production of Statutory Reports

are covered in Sections 4 and 5.

The specific work we have done in the sphere of each of the 9 “protected characteristics” is covered in Sections 6 to 14.

By producing this Mainstreaming Report we are not simply ensuring legal compliance, we wish to highlight the positive work going on in NHS Shetland and give recognition to the hard work of our staff. We also wish to give recognition to our partner agencies and the many local equality and diversity groups who work hard to inform and support our work.

Due to the COVID-19 pandemic, some aspects of our equality and diversity work continued to be curtailed into 2021/22 with recovery plans returning to business as usual into 2022/23. This was necessary to enable us to focus on responding to the pandemic and the subsequent recovery period by redeploying skills and resource where they could be best utilised. However, we have continued to make some progress.

3. Enhanced equality and diversity input

Across the period from 1st April 2021, to March 2023, NHS Shetland continued the Service Level Agreement with NHS Grampian for provision of the NHS Grampian Equality and Diversity Manager. NHS Shetland had full access to NHS Grampian’s expertise, training and associated resources.

4. Staff Training which addresses all 9 “protected characteristics”

The UK-wide NHS Knowledge and Skills Framework (KSF) has been implemented for all NHS Shetland staff, excluding the Executive Cohort and medical and dental staff, for whom separate arrangements apply. There is an ongoing cycle of review, planning, development and evaluation which links organisational and individual development needs; this is a commitment to the development of everyone who works in the NHS. KSF outlines are developed for all posts which details the knowledge and skills required for the post covering six mandatory core dimensions of:

- Communication
- Personal and People Development
- Health, Safety and Security
- Service Improvement
- Quality
- Equality and Diversity

As can be seen, equality and diversity is one of the six mandatory core dimensions. In addition, there are specific dimensions which reflect the key activities of each post. Equality and diversity training is an essential element in the personal and career development of staff.

NHS Shetland has a comprehensive Equality and Diversity Training Programme in place for staff. This has been developed and provided by NHS Grampian. This Programme is essential to ensure that staff are aware of their responsibilities in this field and to ensure compliance with statutory duty. All of the materials used in training are checked and updated on a regular basis, as required.

In the last two Financial Years, over 200 staff have completed this training. All attendances are recorded with attendance confirmation fed into staff Personal training records held in TURAS.

a) Delivery method

Equality and Diversity training has historically been delivered “face to face” twice per year. Feedback and evaluation from participants showed that this was an effective and popular way to deliver training. However, due to COVID-19, from mid-2020, all training is now delivered on-line by TEAMS. The content of the training has been amended and the presentation methodology adapted to maximise the benefits from this new method of

delivery. Feedback from staff completing the TEAMS based training has been extremely positive.

The move to TEAMS widened access to the training for NHS Shetland staff. Regular training dates were made to NHS Shetland integrated Health and Social Care teams via TEAMS across the 2021-23 period.

Equality Impact Assessment Training was also adapted for delivery via TEAMS and provided in 2022 and 2023.

As always, after training, we encourage staff to apply their knowledge. All participants are welcome to contact the speakers for help or advice at any time.

b) Booking and Recording of Training

Staff book Equality and Diversity sessions through the TURAS system. The names of all staff participating in each Seminar is recorded and fed back into the TURAS Learn system, it is included in training records and additional needs reviewed through Personal Development Plans.

c) Evaluation of Training and validity

All participants are encouraged to provide feedback from Seminars through voluntary completion of an evaluation feedback form.

To date feedback from the TEAMS seminars has been predominately positive with constructive criticism for improvement.

All training remains valid for a 5 year period, at which point a refresher session is recommended.

The main seminars provided are:

d) Equality and Diversity KSF Level Four Seminar

This Seminar is designed for senior staff such as consultants, senior medical staff, GP's, managers senior charge nurses, charge nurses, and staff involved in the recruitment and interview processes. It includes detailed consideration of each of the 9 "protected characteristics". It also includes:

- The Human Rights Act 1998
- Unconscious bias
- A reflection on our own assumptions

- Potential issues in the interview/lecture situation
- The responsibility to act if we see discrimination or prejudice occurring

The aim is to empower senior staff to **develop a culture** in their areas that promotes equality and values diversity and challenges discrimination. The Seminar comprises 2 x 90 minute sections. There is also time for discussion and questions.

This training also meets the Equality and Diversity Training Requirement of the various Royal Colleges and remains valid for 5 years.

e) Equality and Diversity KSF Level Two Seminar

Approximately

This training is provided for supervisory and basic grade staff. It comprises one 2 hour Seminar. The syllabus covers the 9 “protected characteristics” but not in as much depth as in Level Four. It is designed to ensure staff are able to **support** a discrimination free environment.

Equality and Diversity Training (KSF level 2 & 4) was attended by approximately 67 NHS Shetland staff in 2021- 2022 and 54 staff in 2022 – 23. In addition a bespoke 2 hour ED session was provided to 34 Primary Care Staff and a one day Health Equality group session was also provided to 8 Public Health staff

f) Independent evaluation of Seminars

NHS Grampian collects independent feedback as a quality control measure on the equality and diversity training provided. This feedback is shared with NHS Shetland.

Feedback from staff attending the training feedback they feel informed, we will continue with aim to empower NHS Shetland staff to challenge unacceptable behaviours.

g) Equality and Diversity Impact Assessor Training Seminar

This is a One Day Seminar and equips staff to use the Rapid Impact Assessment Checklist approach to Equality and Diversity Impact Assessment.

In 2021- 2022, 16 NHS Shetland staff attended EQIA training, to become Impact assessors, in 2022-23 another 18 staff attended the training. This number will meet the NHS Shetland requirement for Impact Assessors for

the foreseeable future. The Impact Assessors will provide ongoing support to each other to maintain their knowledge and skills.

An EQIA development module is also now available on TURAS which will support refresher training going forward.

National Education Scotland (NES) undertook a training needs assessment to assist understanding of skills and to support establishing standards for mandatory Equality and Diversity Training. Any additional support requirements identified will be fed back via the E&D Leads Network to NES.

5. NHS Shetland Statutory Monitoring Reports

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 require public bodies in Scotland to produce a number of Statutory Reports. The Statutory Reports required during the period April 2021 to March 2023 are:

a) An Equality and Diversity Workforce Monitoring Report

This Report must be produced and published annually and contain for each of the 9 “protected characteristics” details of:

- The number of staff and their relevant protected characteristics
- Information on applicants, shortlisted candidates and those offered posts
- Information on the development and retention of employees in terms of their protected characteristics
- Information on promotions
- Details of the progress the public body has made to gather and use the above information to enable it to better perform the equality duty
- The gender makeup of the NHS Shetland Board.

NHS Shetland has complied with these requirements on an annual basis and publishes a Workforce Monitoring Report on the NHS Shetland website at: [Equality and Diversity – NHS Shetland](#)

The report helps to support evidence that NHS Shetland recruitment selection, employment and retention policies are considered to be fair and free from discrimination. Personal information is now updated through self-service via eESS. Staff are encouraged to update personal information

including Equality and Diversity profile - which is voluntary. Reminders are circulated twice a year.

b) NHS Shetland Equal Pay Monitoring Report

This Report is published every two years and comprises detailed information to highlight any pay differentials between female and male staff. This information must be shown as any difference:

“... between the men’s average hourly pay (excluding overtime) and women’s average hourly pay (excluding overtime).”

It must also:

- Include details of any occupational segregation amongst our employees, being the concentration of men and women in particular grades and in particular occupations.
- The information published must be based on the most recent data available.
- Every second Report, i.e. must also include information on any pay gap between staff of different ethnicities and staff who are disabled or not disabled.

A copy of the latest NHS Shetland Equal Pay Report for 31 March 2023 is published on the NHS Shetland website at:

[Equality and Diversity – NHS Shetland](#)

c) NHS Shetland Equality Outcomes Update Report, 2023,

The NHS Shetland Equality Outcomes Update Report 2023 is published on the Board’s website [Equality and Diversity – NHS Shetland](#). The report provides feedback on the progress of the actions developed in 2020/21 to assist in the mainstreaming Equality and Diversity within NHS Shetland from 2021 - 2025.

Some of the actions progressed will cover multiple protected characteristics for example Covid and Flu Vaccination programmes prioritised individuals that were identified to at greater risk of infection, this included age, disability and also race. This was applicable to the NHS Shetland workforce and members of the public.

The Public Health Team are reviewing current projects to establish where there may be localised problems in uptake of services. Initial focus is

vaccinations and immunisations as while we have high uptake rates we have limited knowledge of the demographics of those who do not take up the offer of vaccinations or immunisations. The team are working to establish if there are any shared characteristics to support improved accessibility and reach of health services. If this is successful a similar methodology will be used across other services. The findings will focus improvement actions plans to address any concerns.

6. Race

Progress on mainstreaming in relation to race equality in the last 2 years include:

- Improvements to communication

The increase in use of Language line in response to requests for both verbal interpretation and translation of medical documents, however the latter is the greatest demand. Requirements are generated from the local community to support access to local healthcare with spikes in demand relating to cruise ship passenger activity

The average spend on the Language line service increased from £160 per month in 2021/22 to £746 in 2022/23

NHS Shetland policies, strategies and re-organisational proposals contain the offer at the front to make the document available in any other language or format upon request. This is in compliance with the Equality Act 2010 and the Disability Discrimination Act 2005. All requests have been met promptly.

NHS Shetland meets the healthcare needs of our local ethnic communities. The promotion of positive health and wellbeing within our ethnic communities is an NHS Shetland priority. NHS Shetland will continue to do health promotion work within our local ethnic communities in liaison with Shetland Community Health and Social Care Partnership, Shetland Islands Council and local charity and voluntary groups.

The Public Health New website launch: [Right Care Right Place – NHS Shetland](#)

The website aims to share information about health and wellbeing, along with details of projects and services that are delivered locally.

- Eliminating Discrimination in the workplace

The Equality and Diversity Workforce Monitoring report is completed annually and published on the NHS Shetland website. [Equality and Diversity – NHS Shetland](#)

A comprehensive programme for Equality and Diversity training has been delivered across the last 2 years. The once for Scotland Policies provides a clear framework for managing conduct and complaints. Issues or complaints raised by members of staff with a racial discriminatory element are taken very seriously and investigated promptly and appropriate follow up action is taken if required. This may involve other bodies and agencies, where necessary. During the timeframe 2021-23, <5 complaints with a race equality element were received.

Whistle-blowing standards have been implemented with leadership from a Non-Executive Director as local champion, supported by confidential contacts from across the organisation who have completed the whistleblowing training and are able to support and signpost staff with concerns.

NHS Shetland has continued to engage in international recruitment campaigns and in 2022 contributed to the establishment of the North of Scotland International Recruitment Hub, to work with North Region boards to focus on International candidates for Nursing and Allied Health Professionals to fill projected vacancies. We have successfully appointed 2 candidates via the Hub in 2023. The Hub has helped us with the development of a professional support framework for new Nursing and Allied Health Professional staff from out with the UK. Further work will be progressed locally to develop staff networks to help identify support needs.

7. Disability

Progress on mainstreaming actions relating to disability equality in the last 2 years include:

- Improving Communication and Access to Services / Service Information

Supporting actions are ongoing in relation to communication and support to access Health Board buildings. Reasonable adjustments are always considered to improve access to services and provision of adaptations to ensure service information and publications are in an accessible format.

- Supporting Local and National Mental Health Initiatives

NHS Shetland continues to support national campaigns and work closely with local groups and agencies that support the mental health and wellbeing of our community. In 2022/23 the recruitment of a Health Improvement Advisor was completed who will coordinate the Good Mental Health for All project. A steering group will be established to lead on revising the Mental Health Strategy and plan how this will be implemented in partnership.

More recent projects include:

Building capacity for health literacy with services who will be working with people who have learning disabilities.

Improving use of communal green space projects, seating areas adjacent to health board buildings; access to community polly tunnel for both staff and public use.

- **Mental Health and wellbeing of NHS Shetland Workforce**

Additional support mechanisms were made available during Covid. A Well Being Group was established which has continued and expanded to the recovery and reshaping of services where ongoing resilience is required to support ongoing change. They will review information available to assess ongoing support needs to maintain workforce resilience.

Annual percentage absence rate for NHS Shetland has increased in the last 2 years, 2021 was 2.89% compared with 2023 4.29%. Absence relating to stress, anxiety, depression or related illness, is a key reason for absence. This is a broad category that does not distinguish between personal / work related stress / illness. The Health and Safety Executive (HSE) Management Standards are used to review any absence related to work related stress. Occupational Health Services provide support and guidance on adjustments to retain staff at work or return to work following absence; focused Workplace Cognitive Behavioural Therapy (CBT) and onward referral for psychological support in more serious cases.

Other actions progressed include

- HSE Staff Stress Survey outcomes will inform future actions
- Confidential Contacts across the organisation
- Establishing TRIM Practitioners - Trauma response (psychological response)
- Completion of national iMatter staff survey (includes new questions linked with whistle blowing / raising concerns). Action plans department level will identify and inform future initiatives

The results of these will be reviewed to focus action plan that shapes future workforce support mechanisms.

- **Disability equality within NHS Shetland:**

The Equality and Diversity Workforce Monitoring report is completed annually and published on the NHS Shetland website. A comprehensive programme for Equality and Diversity training has been delivered across the last 2 years. The Once for Scotland Policies provides a clear framework for managing Conduct, Capability and Concerns. Issues or complaints with a disability discriminatory element are taken very seriously and investigated promptly and appropriate follow up action is taken if required. This may involve other bodies and agencies, where necessary. During the timeframe 2021-23, <5 complaints were raised that contained any aspect relating to a disability.

8. Age

Some of the disability related work above, may also be relevant to age. The Equality Outcomes Report sets out progress on specific age related pieces of work carried out in the period April 2021 to March 2023 to mainstream age equality or example ongoing work related to Child and Family services supporting Getting It Right For Every Child (GIRFEC) and Child Smile and also Promoting Independent Living for Older People and Dementia Services. Some of these services were disrupted by Covid restrictions so there is a positive return focusing on establishing new and improved norms for service standards through past learning and developments.

Supporting older people to maintain or improve their independence by providing appropriate care, at the right time, closer to home is a key theme

in the Health and Social Care Partnership's Shifting the Balance of Care Programme. The associated work takes place across Health and Care Services, working as an integrated system around the individual.

NHS Shetland has continued to support multi-disciplinary / multi-agency approach to services and will continue to do so in order to meet the community needs. Training provision is also focussed on a partnership approach with multi-agency training. An example of effective multi-agency working is discharge planning where success is demonstrated by Shetland's low readmission to hospital rates, which have continued to improve. Evidence of local care at home use shows we are maintaining people well at home, data shows a low median length of stay for long term residents (215 days compared to Scottish average of 520 days). Local data also shows a shift with decreasing permanent occupancy and increasing short term/respite occupancy.

Our Local Government Benchmarking Framework data is similarly positive and improving, three key indicators all show improvements in 2021/22 from 2015/16 these are:

- %those who agree they are supported to live as independently as possible,
- % of people with long term care needs who are receiving personal care at home:
- % of people who feel services and support helped maintain or improve their quality of life

Local Community Nursing data is positive around patient-centred conversations about end of life care. NHS Shetland has identified Frailty as a priority area when developing further Managed Clinical Networks (MCNs) and a coordinator came into post in 2022 and is establishing a Frailty MCN who will look at local context, associated issues and best actions to support improved outcomes for this group going forward.

New posts in the last 4 years also include Consultant Physician with speciality in care for the elderly also include and a Community Consultant Paediatrician to support Child and Family services.

In respect of the NHS Shetland workforce, the Equality and Diversity Workforce Monitoring report provides detailed profiling across the difference disciplines. The pensionable age for Clinical staff is 55 which could presents a significant resource risk as 25% of our workforce are 55 or over

which is a contributing factor to high turnover and vacancies. There is no national retirement age so we welcome staff to discuss plans so that they can consider alternative options available and input to recruitment and succession planning where appropriate. A national Retire and Return policy has been introduced to support staff to work longer which will help retain key skills in the organisation. There is also a range of options to consider within the Work Life Balance Policy, including a Flexible Working and alternative ways to continue working with the organisation e.g. temporary working options or volunteering.

We have low representation of staff under age of 25. We have increased the number of apprenticeship posts available to help try to balance the age profile and need to continue with this approach. We are engaging locally with local schools, college and the 'Developing the Young Workforce group (DYW) to understand what they are looking for and promote what careers we have available through work experience / work placements. We are participating in the 'Young People are Great Campaign' to support development of local young people.

Issues or complaints from staff relating to age discrimination are taken very seriously and investigated promptly with appropriate follow up action taken if required using the Once for Scotland Policy Framework. This may involve other bodies and agencies, where necessary. During the timeframe 2021-23, <5 complaints were raised that had any element relating to age discrimination.

9. Sex (male or female)

An update to the actions identified to support mainstreaming of Equality and Diversity is provided in the Equality Outcomes Update Report 2023; a Workforce Monitoring report is published every year and Gender Pay Gap Report every 2 years. All reports are published on the NHS Shetland website to meet the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2010

In respect of NHS Shetland's workforce, the ratio of women to men is 80%:20%. Approximately 50% of the workforce, are age 45 years or above therefore the introduction of a Menopause Policy and guidance has supported workplace adjustments [menopause-policy \(nhsshotland.scot\)](https://www.nhsshotland.scot.nhs.uk/menopause-policy)

The Gender Pay Gap Report 2023 indicates an overall pay gap of 27.29%, however individual staff groups pay gap ranges from 2.04% to -3.02%. Men continue to be under represented in Nursing and AHP professions. A more detailed review identifies anomalies within individual staff groups, specifically in some AFC groups which in the main are due to the concentration of male staff in certain professions who have long service, so much of this is a legacy issue through length of service and grades with limited opportunities to progress to more senior roles due to the size and structure of the organisation. However, some progress has been made in certain job families to reduce the gender pay gap through natural turnover and succession plans. Actions will be developed and progressed to seek improvement where identified as necessary if there is evidence / trend established indicating bias in decision making at a service level. This may include retraining for recruitment panels and appraisal procedures.

10. Sexual Orientation Outcomes

Equality Outcomes Update Report 2023 provides updates to Equality actions and Workforce Monitoring Report 2023 are published on the NHS Shetland website.

The reports evidence improvement in mainstreaming in respect of the workforce with 13% of staff in post in 2023 who prefer not to state their sexual orientation compared with 19% 6 years ago. In respect of recruitment applicants 3% preferred not to state compared with 16% reported in 2017. Support of the PRIDE Badge launch was really positive, with PRIDE pledges from all staff groups across the organisation.

Shetland also now have an official local PRIDE March. 1 July 2023 will be the second year running and gaining support.

<https://www.facebook.com/ShetlandPride2023/>

11. Gender reassignment outcomes

NHS Grampian continue support with services and staff training. A Transgender policy has been approved and Gender neutral toilets are in place

12. Pregnancy and maternity

The maternity services space continues to be developed and maintained to a high standard within the limited space allocated at the Gilbert Bain Hospital. Return rate of staff following maternity leave remains high with the support of flexible working requests. Work life balance policies are in place to support family commitments.

13. Marriage and civil partnership

There is no evidence for discrimination in relation to marriage and civil partnership.

14. Religion or belief outcomes

The NHS Shetland Spiritual Care Lead is supported by a team of volunteers who provide sensitive, non-judgemental and confidential spiritual care. They offer person centred care - which may be religious or non-religious, pastoral accompanying or simply listening, whatever the faith, beliefs, background or lifestyle of the individual patient, family member or member of staff.

15. Comments or suggestions

All comments on this Mainstreaming Report will be warmly welcomed.

Comments in any language or format can be made:

By e-mail to: shb.nhs.uk/contactus.asp

By letter to:

NHS Shetland Board Headquarters,

Upper Floor Montfield,

Burgh Road,

Shetland

ZE1 0LA

By voicemail to:

01595 743060 during office hours or a message can be left out of hours

Compiled on behalf of NHS Shetland by Lorraine Allinson, HR Services Manager, NHS Shetland, April 2023, with support from the wider HR Team and Planning and Operational leads.