

# Equality Impact Assessment Report 2024

**Title:** National Leadership and Management Programmes and Resources

**NES directorate or department:** Workforce Directorate

**Date Report Completed:** April 2024

## Introduction

Equality Impact Assessment is a process that helps us to consider how our work will meet the three parts of the Public Sector Equality Duty. It is an important way to mainstream equality into our work at NES and to help us:

- Take effective action on equality;
- Develop better policy, technology, education and learning and workforce planning solutions for health, social care and a wide range of our partners, stakeholders and employees; and
- Demonstrate how we have considered equality in making our decisions.

The Organisational Development and Leadership Team leads on the development and delivery of several national leadership and management programmes and supporting resources, which are available to staff working in social care, social work and health across Scotland. These include:

- [Leadership in Practice Scotland](#)
- [Leading for the Future](#)
- [New Horizons<sup>1</sup>](#)
- Peer Thinking Sets
- [You as a Collaborative Leader](#)
- The [Leadership and Management Zone](#) on TURAS which hosts [Leadership Foundations](#) eModules and Leadership Capabilities 360.

At the core of all the offerings are the Leadership Capabilities: Collaborating and influencing; Creativity and innovation; Empowering; Motivating and inspiring; Self-Leadership and Vision.<sup>2</sup> These were developed in collaboration by social care, social work and health to support and encourage people to think about how they exercise their leadership every day. Central to the resources and the spaces offered is the ask that people are open to challenging their own thinking and assumptions; see their context from different perspectives, take time to reflect and consider what they may need to not only learn but also unlearn and relearn.

The programmes and resources are designed and delivered with a view that participants will be more skilled, confident, and motivated to provide better outcomes through their leadership and management. Our aim is to ensure our programmes and resources support people to see, experience and demonstrate leadership at all levels. In doing so, that participants be more inclusive, recognise the role they have to lead on changing workplace culture and attitudes,

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<sup>1</sup> Both New Horizons and Peer Thinking sets form part of the Management Training Scheme, with places offered out to the wider system.

<sup>2</sup> [Leadership capabilities | Turas | Learn \(nhs.scot\)](#)

who can use their power and influence to shape the culture we want to see and challenge discrimination in the workplace.<sup>3</sup>

The Organisational Development and Leadership Team plan and prepare for the delivery of programmes to facilitate an inclusive learning experience for participants. This can be through live event programme content i.e. real time delivery with access to interactive learning spaces, conversations, and networking opportunities, or in signposting participants to additional materials, resources, and learning activities should they wish to explore learning resources further. We utilise the feedback from participants, facilitators, Steering / Project Groups and input from expert teams e.g. Technology Enabled Learning, etc. to ensure we are continuously improving our offerings.

Our work contributes to NES Purpose and Vision set out in NES Strategy 2023-26: People, Partnerships, Performance:

### ***Our Purpose***

*To be a collaborative, innovative and inclusive learning organisation that provides high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce.*

### ***Our Vision***

*Supporting better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.*

## **Evidence**

Most programmes and their associated resources have been in place for several years and are reviewed regularly with each cohort and the team that facilitates the delivery to ensure they are inclusive, and that we are addressing accessibility, achieving the expected learning outcomes, and providing a quality learning experience for participants. Where there is a Steering Group, of partners and key stakeholders, these evaluations are shared and considered, and recommendations agreed and actioned. We also engage and collaborate with our stakeholders to address any barriers, consider potential solutions, and understand areas of good practice from its perspective.

To inform our assessment we have considered data from the following sources:

- Programme and application processes
- Programme reviews and evaluations
- Scottish Social Services Sector: Report on 2022 Workforce Data as published on 5<sup>th</sup> September 2023 and Revised on 27<sup>th</sup> November 2023<sup>4</sup>

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<sup>3</sup> [Section 3: Driving Cultural and Attitudinal Change - Anti-racist employment strategy - A Fairer Scotland for All - gov.scot \(www.gov.scot\)](https://www.gov.scot)

<sup>4</sup> [WDR2022\\_271123.pdf \(sssc.uk.com\)](https://www.sssc.uk.com)

- NHS Scotland Workforce Report for the Quarter ending 30<sup>th</sup> September as published in December 2023.<sup>5</sup>

We recognise that there are gaps in the data we have gathered. For instance, some programmes only ask for Equality and Diversity data at the point of onboarding so we can address individual needs and for reporting purposes. This does not provide us with information of those that are not applying or accessing the resources and the barriers that they face.

We have set out the evidence we have collated in Appendix 1.

## Assessment

We have considered how this work will impact on the Public Sector Equality Duty. This includes how it might affect people differently, taking account of protected and other characteristics and how these intersect, including poverty and low income. This is important as a national NHS Board in our work to address health inequalities. Our consideration is set out below:

Protected Characteristic / Population Group	Any differential impact?	Reason
Age	Neutral	In scheduling our programmes, we are thoughtful of the timing to consider carer requirements and part-time working e.g. avoiding school holidays, and Mondays and Fridays.
Disability (including physical, sensory, learning disabilities, neurodiversity, communication needs and mental health.	Neutral	Our programmes are delivered, in the main, through Microsoft Teams which provides a range of support functions that can enable accessibility. In addition, when people have secured a place on a programme, we engage with individuals to understand any accessibility issues and learner needs and how we can adjust our delivery to ensure an inclusive learner experience.  We recognise that disability may impact experience, preferred formats for resources and learning and, therefore, we will review each year our materials so they are aligned with NES' Technology Enabled Learning Guidance and Advice and the recently published Education and Learning Strategy.

<sup>5</sup> [05 December 2023 Workforce | Turas Data Intelligence \(nhs.scot\)](#) There are limitations to this data as it is based on self-reporting by staff either through staff engagement forms when they start or change forms when they move employers or via a questionnaire exercise whilst in post. This is an optional exercise and therefore response rates vary. It also only relates to those staff employed by NHS Boa

Protected Characteristic / Population Group	Any differential impact?	Reason
		We are thoughtful about our application processes and need to further consider whether these are a barrier to people applying.
Gender Reassignment	Neutral	No differential impact is anticipated for this protected characteristic.
Race / Ethnicity	Neutral	<p>NES as an organisation is providing Anti-Racism training to all staff and as a team we will take action to underpin these principles within our programmes and our resources.</p> <p>We know that across NHS Scotland there is under-representation of race / ethnicity in the leadership cohort. For some programmes we do not wholly own the recruitment process and therefore we will look to influence our partners by promoting into their local networks, as well as look to gather the voices and examples of participants.</p>
Religion / Belief (including none)	Neutral	No differential impact is anticipated for this protected characteristic.
Sex	Neutral	No differential impact is anticipated for this protected characteristic.
Sexual Orientation	Neutral	No differential impact is anticipated for this protected characteristic.
Marriage / Civil Partnership	Neutral	No differential impact is anticipated for this protected characteristic.
Pregnancy and Maternity	Neutral	No differential impact is anticipated for this protected characteristic.
Socio-economic Status	Neutral	<p>At present only one of our programmes has collated data for this characteristic so unable to measure the impact of across our programmes.</p> <p>No differential impact is anticipated for this protected characteristic.</p>
Different Sectors	Neutral	The leadership offerings are open to social work, social care and health sectors and work has already been taken forward within our programmes to ensure that materials

Protected Characteristic / Population Group	Any differential impact?	Reason
		<p>take account of this in the language and examples used.</p> <p>We have recognised that sectors have different access to Microsoft Teams and TURAS Learn, where information and resources are held. Where issues have been identified, alternative workarounds have been found until a national solution is progressed.</p> <p>We work proactively within ‘You as a Collaborative Leader’ to have a balance of representation on the programme as it is about working in and into integrated spaces.</p> <p>There is further work to be taken forward to ensure greater parity across all our programmes:</p> <ul style="list-style-type: none"> <li>• Invitation to apply to a number of our programmes / places is predicated on completing the Leading to Change Self-Assessment Questionnaire this may be skewed towards the health sector.</li> <li>• Marketing our programmes can be improved so that people can see themselves, their roles, their organisations.</li> </ul>

## Next Steps

The Equality Impact Assessment has informed the following actions:

1. Take a planned approach with each programme and resource to ensure our products are in line with NES’ Technology Enabled Learning Guidance and Advice and the recently published Education and Learning Strategy.
2. Work with the Leading to Change Team to understand how the L2C SAQ algorithm influences our recruitment to programmes and consider how we need to re-think or modify to improve our marketing of programmes to improve accessibility and reach.
3. Ensure we are attracting more diverse applicants/participants by working with our partners who promote, market and recruit to our programmes.
4. Monitor our performance against the relevant NES Key Performance Indicators to ensure we are meeting the required metric(s).
5. Further consideration of the E&D data we collate across programmes and look to take account of trends over time.
6. For each Programme Lead to undertake the Anti-Racism training and as a team we will take action to underpin these principles within our programmes and our resources not

only for race and ethnicity but for all protected characteristics so we are more explicit in championing inclusion and diversity in the workplace.

We have aligned our evaluations to the relevant NES Strategic Key Performance Indicators in 2023/24 and will continue to monitor to ensure we are attaining the required metric(s).

The evidence shows that there is no potential for unlawful discrimination, and we have built in actions to advance equality of opportunity and foster good relations.

This Assessment Report will be reviewed in March 2025.

## Sign-off

Director: Tracey Ashworth-Davies,  
Deputy Chief Executive / Director of Workforce

Date: 18<sup>th</sup> April 2024

## Appendix 1: Evidence

To assess the impact and identify the opportunities to promote our starting point has been to look at data sources for population of staff that may access our offerings.

Characteristic	Evidence gathered																																																																																																																				
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<b>Age</b>	<p>22.6% of Staff are aged 55 and over with the median age of 44 years.</p> <p>Figure 3 is taken from the Scotland Census for 2022<sup>6</sup></p> <p><b>Figure 3: The structure of Scotland's population is changing</b> Population by age group and sex, 1921 and 2022, Scotland</p> <p>Figure 3 is a population pyramid showing the structure of Scotland's population by age group and sex in 1921 and 2022. The x-axis represents the number of people (0 to 250,000), and the y-axis represents age groups (0 to 90+). The 1921 population (Male, 1921 in purple; Female, 1921 in orange) shows a young population with a high proportion in the 0-14 age group. The 2022 population (Male, 2022 in teal; Female, 2022 in blue) shows a significant increase in the 65+ age group and a decrease in the 0-14 age group, indicating an aging population.</p>	<p>The median age of the workforce is highest in the public sector (46) and lowest in the private sector (40). Staff working in early years services in the private sector have the lowest median age (28).</p> <p><b>Table 13: Median age of the workforce by sub-sector and employer type, 2022</b> [z] = not applicable</p> <table border="1"> <thead> <tr> <th>Sub-sector</th> <th>Public</th> <th>Private</th> <th>Voluntary</th> <th>All</th> </tr> </thead> <tbody> <tr><td>Adoption services</td><td>49</td><td>[z]</td><td>51</td><td>50</td></tr> <tr><td>Adult day care</td><td>52</td><td>51</td><td>43</td><td>49</td></tr> <tr><td>Adult placement services</td><td>51</td><td>0</td><td>45</td><td>46</td></tr> <tr><td>Care homes for adults</td><td>50</td><td>43</td><td>44</td><td>44</td></tr> <tr><td>Central and strategic staff</td><td>49</td><td>[z]</td><td>[z]</td><td>49</td></tr> <tr><td>Child care agencies</td><td>[z]</td><td>41</td><td>36</td><td>36.5</td></tr> <tr><td>Childminding</td><td>[z]</td><td>50</td><td>[z]</td><td>50</td></tr> <tr><td>Day care of children</td><td>40</td><td>28</td><td>36</td><td>35</td></tr> <tr><td>Fieldwork service (adults)</td><td>48</td><td>[z]</td><td>[z]</td><td>48</td></tr> <tr><td>Fieldwork service (children)</td><td>45</td><td>[z]</td><td>[z]</td><td>45</td></tr> <tr><td>Fieldwork service (generic)</td><td>50</td><td>[z]</td><td>[z]</td><td>50</td></tr> <tr><td>Fieldwork service (offenders)</td><td>46</td><td>[z]</td><td>[z]</td><td>46</td></tr> <tr><td>Fostering services</td><td>48</td><td>[z]</td><td>47</td><td>48</td></tr> <tr><td>Housing support/care at home</td><td>52</td><td>41</td><td>45</td><td>46</td></tr> <tr><td>Nurse agencies</td><td>[z]</td><td>41</td><td>55</td><td>42</td></tr> <tr><td>Offender accommodation services</td><td>41.5</td><td>[z]</td><td>44.5</td><td>44</td></tr> <tr><td>Residential child care</td><td>47</td><td>38</td><td>41</td><td>42</td></tr> <tr><td>School care accommodation</td><td>54</td><td>40.5</td><td>49</td><td>49</td></tr> <tr><td>All</td><td>46</td><td>40</td><td>43</td><td>43</td></tr> </tbody> </table>	Sub-sector	Public	Private	Voluntary	All	Adoption services	49	[z]	51	50	Adult day care	52	51	43	49	Adult placement services	51	0	45	46	Care homes for adults	50	43	44	44	Central and strategic staff	49	[z]	[z]	49	Child care agencies	[z]	41	36	36.5	Childminding	[z]	50	[z]	50	Day care of children	40	28	36	35	Fieldwork service (adults)	48	[z]	[z]	48	Fieldwork service (children)	45	[z]	[z]	45	Fieldwork service (generic)	50	[z]	[z]	50	Fieldwork service (offenders)	46	[z]	[z]	46	Fostering services	48	[z]	47	48	Housing support/care at home	52	41	45	46	Nurse agencies	[z]	41	55	42	Offender accommodation services	41.5	[z]	44.5	44	Residential child care	47	38	41	42	School care accommodation	54	40.5	49	49	All	46	40	43	43	<p><b>New Horizons 2023/24</b> - The majority (67%) of applicants and allocated participants are from the 35-44 age category. There were no applications from those below 25 or over 64. Older applicants are more likely to have not met the criteria or be found not suitable at review. This may be due to the intended audience being those early in management / leadership journey.</p> <p><b>You as a Collaborative Leader 2023</b> – 40% of applicants were 45-54 age range with 32% coming from 35-44 age category. There were no applications from those below 25 or over 64. This would align with the marketing of this programme to mid-level / senior managers across the system.</p> <p><b>Leadership in Practice Scotland (LiPS) 2023/24</b></p> <p><i>% distribution of 'What is your age?'</i></p> <table border="1"> <thead> <tr> <th>What is your age?</th> <th>Count of What is your age?</th> </tr> </thead> <tbody> <tr><td>35-44</td><td>48.28%</td></tr> <tr><td>25-34</td><td>21.84%</td></tr> <tr><td>45-54</td><td>21.84%</td></tr> <tr><td>55-64</td><td>6.90%</td></tr> <tr><td>Prefer not to say</td><td>1.15%</td></tr> <tr><td><b>Grand Total</b></td><td><b>100.00%</b></td></tr> </tbody> </table>	What is your age?	Count of What is your age?	35-44	48.28%	25-34	21.84%	45-54	21.84%	55-64	6.90%	Prefer not to say	1.15%	<b>Grand Total</b>	<b>100.00%</b>
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			<p><b>Leading for the Future 2023-2024</b> – 44% of participants were 45-54 age range with 35% coming from 35-44 age category, 18% from 55-64 age range. There was 3% from 25-34 age range, all of which were from Social Care sector. This would align with the marketing of this programme to senior managers across the system.</p>																																																																																										
<p><b>Disability</b> (including physical, sensory, learning disabilities, neurodiversity, communication needs and mental health.</p>	<p>Yes -1.4% No - 60.6% Declined – 8.0% No Known – 30%</p>	<p><b>Table 17: Percentage of staff by disability and sub-sector, 2022</b></p> <table border="1"> <thead> <tr> <th>Sub-sector</th> <th>No disability</th> <th>Disability</th> <th>Unknown</th> </tr> </thead> <tbody> <tr><td>Adoption services</td><td>88</td><td>1</td><td>11</td></tr> <tr><td>Adult day care</td><td>88</td><td>3</td><td>9</td></tr> <tr><td>Adult placement services</td><td>91</td><td>2</td><td>7</td></tr> <tr><td>Care homes for adults</td><td>88</td><td>2</td><td>11</td></tr> <tr><td>Central and strategic staff</td><td>59</td><td>4</td><td>37</td></tr> <tr><td>Child care agencies</td><td>96</td><td>4</td><td>0</td></tr> <tr><td>Childminding</td><td>97</td><td>1</td><td>2</td></tr> <tr><td>Day care of children</td><td>94</td><td>2</td><td>4</td></tr> <tr><td>Fieldwork service (adults)</td><td>50</td><td>4</td><td>46</td></tr> <tr><td>Fieldwork service (children)</td><td>47</td><td>3</td><td>50</td></tr> <tr><td>Fieldwork service (generic)</td><td>49</td><td>5</td><td>46</td></tr> <tr><td>Fieldwork service (offenders)</td><td>51</td><td>3</td><td>46</td></tr> <tr><td>Fostering services</td><td>86</td><td>3</td><td>12</td></tr> <tr><td>Housing support/care at home</td><td>75</td><td>2</td><td>23</td></tr> <tr><td>Nurse agencies</td><td>95</td><td>1</td><td>4</td></tr> <tr><td>Offender accommodation services</td><td>59</td><td>2</td><td>39</td></tr> <tr><td>Residential child care</td><td>82</td><td>1</td><td>17</td></tr> <tr><td>School care accommodation</td><td>41</td><td>0</td><td>59</td></tr> <tr><td><b>Total</b></td><td><b>81</b></td><td><b>2</b></td><td><b>17</b></td></tr> </tbody> </table> <p>The data on whether workers regard themselves as having a disability is difficult to interpret due to a large proportion of unknown responses, though this varies by sub-sector. However, the proportion of the workforce reported as having a disability is low in all sub-sectors, ranging from 0 to 5%</p>	Sub-sector	No disability	Disability	Unknown	Adoption services	88	1	11	Adult day care	88	3	9	Adult placement services	91	2	7	Care homes for adults	88	2	11	Central and strategic staff	59	4	37	Child care agencies	96	4	0	Childminding	97	1	2	Day care of children	94	2	4	Fieldwork service (adults)	50	4	46	Fieldwork service (children)	47	3	50	Fieldwork service (generic)	49	5	46	Fieldwork service (offenders)	51	3	46	Fostering services	86	3	12	Housing support/care at home	75	2	23	Nurse agencies	95	1	4	Offender accommodation services	59	2	39	Residential child care	82	1	17	School care accommodation	41	0	59	<b>Total</b>	<b>81</b>	<b>2</b>	<b>17</b>	<p><b>New Horizons 2023/24</b> - One person declared a disability at application, but they did not meet the criteria for the programme.</p> <p><b>You as a Collaborative Leader 2023</b> – 6 people declared a disability at application, with only 1 meeting the criteria and no additional requirements needed to participate on the programme.</p> <p><b>Leadership in Practice Scotland (LiPS) 2023/24</b></p> <table border="1"> <thead> <tr> <th>Do you have a condition/disability that has lasted/may last 12 months or more?</th> <th>Count of</th> </tr> </thead> <tbody> <tr><td>No</td><td>79</td></tr> <tr><td>Yes</td><td>7</td></tr> <tr><td>Prefer not to say</td><td>1</td></tr> <tr><td><b>Grand Total</b></td><td><b>87</b></td></tr> </tbody> </table> <p><b>Leading for the Future 2023-2024</b> – 13 people declared a disability at registration, 3 of these had a long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication) and 1 had physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying) and no</p>	Do you have a condition/disability that has lasted/may last 12 months or more?	Count of	No	79	Yes	7	Prefer not to say	1	<b>Grand Total</b>	<b>87</b>
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British</td><td>3.5%</td></tr> <tr><td>Any mixed or multiple ethnic groups</td><td>0.5%</td></tr> <tr><td>Arab, Arab Scottish or Arab British</td><td>0.1%</td></tr> <tr><td>Other Ethnic group</td><td>0.3%</td></tr> <tr><td>Declined</td><td>8.5%</td></tr> <tr><td>Not Known</td><td>15.6%</td></tr> </table>	African, African Scottish or African British	0.6%	African Other	0.2%	Chinese, Chinese Scottish or Chinese British	0.4%	Indian, Indian Scottish or Indian British	1.2%	Pakistani, Pakistani Scottish or Pakistani British	0.6%	Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0.1%	Asian Other	0.7%	Caribbean, Caribbean Scottish or Caribbean British	0.1%	Black, Black Scottish or Black British	0.0%	Caribbean or Black Other	0.1%	White Scottish	57%	White Irish	1.3%	White Polish	0.3%	Gypsy or Traveller	0.0%	White British	9.2%	White Other White British	3.5%	Any mixed or multiple ethnic groups	0.5%	Arab, Arab Scottish or Arab British	0.1%	Other Ethnic group	0.3%	Declined	8.5%	Not Known	15.6%	<p><b>Table 15: Percentage of staff by ethnic classification and employer type, 2022</b></p> <table border="1"> <thead> <tr> <th>Employer type</th> <th>White</th> <th>Mixed</th> <th>Asian</th> <th>Black<sup>12</sup></th> <th>Other</th> <th>Unknown</th> </tr> </thead> <tbody> <tr><td>Public</td><td>77</td><td>0</td><td>1</td><td>0</td><td>0</td><td>22</td></tr> <tr><td>Private</td><td>68</td><td>0</td><td>3</td><td>4</td><td>0</td><td>24</td></tr> <tr><td>Voluntary</td><td>69</td><td>0</td><td>1</td><td>2</td><td>0</td><td>27</td></tr> <tr><td><b>All</b></td><td><b>71</b></td><td><b>0</b></td><td><b>2</b></td><td><b>2</b></td><td><b>0</b></td><td><b>24</b></td></tr> </tbody> </table> <p><b>Table 16: Percentage of staff by ethnic classification and sub-sector, 2022</b></p> <table border="1"> <thead> <tr> <th>Sub-sector</th> <th>White</th> <th>Mixed</th> <th>Asian</th> <th>Black<sup>13</sup></th> <th>Other</th> <th>Unknown</th> </tr> </thead> <tbody> <tr><td>Adoption 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</table>	Employer type	White	Mixed	Asian	Black <sup>12</sup>	Other	Unknown	Public	77	0	1	0	0	22	Private	68	0	3	4	0	24	Voluntary	69	0	1	2	0	27	<b>All</b>	<b>71</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>24</b>	Sub-sector	White	Mixed	Asian	Black <sup>13</sup>	Other	Unknown	Adoption services	82	0	1	0	0	17	Adult day care	82	0	2	1	0	16	Adult placement services	92	0	0	0	0	7	Care homes for adults	68	0	4	3	1	24	Central and strategic staff	82	1	1	0	0	16	Child care agencies	89	4	4	0	0	4	Childminding	94	0	1	0	0	4	Day care of children	89	0	2	0	0	9	Fieldwork service (adults)	79	1	1	1	0	18	Fieldwork service (children)	69	0	1	1	0	29	Fieldwork service (generic)	75	1	1	1	1	21	Fieldwork service (offenders)	78	1	1	1	0	20	Fostering services	84	0	0	0	0	15	Housing support/care at home	63	0	1	3	0	33	Nurse agencies	32	0	4	12	0	51	Offender accommodation services	72	0	1	1	0	26	Residential child care	81	0	0	1	0	17	School care accommodation	39	0	0	0	0	61	<b>Total</b>	<b>71</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>24</b>	<p><b>New Horizons 2023/24</b> - Six applications were from people who were not in one of the White categories. Of these 4 met the criteria and none were found suitable at review. This is slightly below what would be expected from the Scottish population (with equivalent percentages being 6.6 applications and 0.6 places).</p> <p><b>You as a Collaborative Leader 2023:</b> 10 applications (7.9%) were not in one of the White categories. The panel application is anonymised so E&amp;D information not taken into consideration as part of the application criteria. 4 of these applications were successful: 2 from mixed groups, 1 from Asian group and 1 from Other ethnic group.</p> <p><b>Leading for the Future 2023-2024:</b> 2 participants (2%) were not in one of the White categories.</p> <p><b>Leadership in Practice Scotland (LiPS) 2023/24</b></p>
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Sex	Female 77.1% Men 22.9%	The percentage of men working in the sector is 15%, although it is around double or greater that proportion in criminal justice social work and residential children's services.  <b>Table 14: Percentage of staff by gender and sub-sector, 2022</b> <table border="1"> <thead> <tr> <th>Sub-sector</th> <th>Female</th> <th>Male</th> <th>Other</th> <th>Unknown</th> </tr> </thead> <tbody> <tr><td>Adoption services</td><td>89</td><td>11</td><td>0</td><td>0</td></tr> <tr><td>Adult day care</td><td>77</td><td>23</td><td>0</td><td>0</td></tr> <tr><td>Adult placement services</td><td>88</td><td>12</td><td>0</td><td>0</td></tr> <tr><td>Care homes for adults</td><td>84</td><td>16</td><td>0</td><td>0</td></tr> <tr><td>Central and strategic staff</td><td>78</td><td>21</td><td>0</td><td>1</td></tr> <tr><td>Child care agencies</td><td>93</td><td>7</td><td>0</td><td>0</td></tr> <tr><td>Childminding</td><td>98</td><td>2</td><td>0</td><td>0</td></tr> <tr><td>Day care of children</td><td>96</td><td>4</td><td>0</td><td>0</td></tr> <tr><td>Fieldwork service (adults)</td><td>81</td><td>19</td><td>0</td><td>0</td></tr> <tr><td>Fieldwork service (children)</td><td>84</td><td>14</td><td>0</td><td>2</td></tr> <tr><td>Fieldwork service (generic)</td><td>74</td><td>26</td><td>0</td><td>1</td></tr> <tr><td>Fieldwork service (offenders)</td><td>69</td><td>31</td><td>0</td><td>1</td></tr> <tr><td>Fostering services</td><td>88</td><td>12</td><td>0</td><td>0</td></tr> <tr><td>Housing support/care at home</td><td>76</td><td>18</td><td>0</td><td>5</td></tr> <tr><td>Nurse agencies</td><td>82</td><td>18</td><td>0</td><td>0</td></tr> <tr><td>Offender accommodation services</td><td>77</td><td>23</td><td>0</td><td>0</td></tr> <tr><td>Residential child care</td><td>67</td><td>28</td><td>0</td><td>5</td></tr> <tr><td>School care accommodation</td><td>63</td><td>37</td><td>0</td><td>0</td></tr> <tr><td><b>All</b></td><td><b>82</b></td><td><b>15</b></td><td><b>0</b></td><td><b>2</b></td></tr> </tbody> </table>	Sub-sector	Female	Male	Other	Unknown	Adoption services	89	11	0	0	Adult day care	77	23	0	0	Adult placement services	88	12	0	0	Care homes for adults	84	16	0	0	Central and strategic staff	78	21	0	1	Child care agencies	93	7	0	0	Childminding	98	2	0	0	Day care of children	96	4	0	0	Fieldwork service (adults)	81	19	0	0	Fieldwork service (children)	84	14	0	2	Fieldwork service (generic)	74	26	0	1	Fieldwork service (offenders)	69	31	0	1	Fostering services	88	12	0	0	Housing support/care at home	76	18	0	5	Nurse agencies	82	18	0	0	Offender accommodation services	77	23	0	0	Residential child care	67	28	0	5	School care accommodation	63	37	0	0	<b>All</b>	<b>82</b>	<b>15</b>	<b>0</b>	<b>2</b>	<p><b>New Horizons 2023/24</b> - Female dominated from applications stage (87%) and this was consistently reflected at each stage of the process with 94% of participants female.</p> <p><b>You as a Collaborative Leader 2023:</b> 83.3% Female at application with 2.3% preferring not to say. 92.5% of successful applicants were female. Again this information is not available to the panel members at time of review.</p> <p><b>Leadership in Practice Scotland (LiPS) 2023/24</b></p> <table border="1"> <thead> <tr> <th>Which of the following best describes your gender?</th> <th>Count of Which of the following best describes your gender?</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>70</td> </tr> <tr> <td>Male</td> <td>17</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>87</b></td> </tr> </tbody> </table> <p><b>Leading for the Future participants 2023/2024</b>            Female 81.3%            Male 18.7%</p>	Which of the following best describes your gender?	Count of Which of the following best describes your gender?	Female	70	Male	17	<b>Grand Total</b>	<b>87</b>
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Sexual Orientation	Bisexual 1% Gay / Lesbian 1.5% Heterosexual 64.1% Other 0.3% Declined 11.7%	The data is not reported.	<p><b>New Horizons 2023/24</b> - The percentages seen at each stage of the process are in line with what would be expected from the Scottish Population.</p>																																																																																																												

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	Not Known 21.4%		<p><b>You as a Collaborative Leader 2023:</b> 91.2% Heterosexual on application, 3.2% Bisexual, 1.5% Gay/Lesbian and 3.9% Prefer not to say.</p> <p><b>Leadership in Practice Scotland (LiPS) 2023/24</b></p> <table border="1"> <thead> <tr> <th>Which of the following options best describes how you think of yourself?</th> <th>Count of Which of the following options best describes how you think of yourself?</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>78</td> </tr> <tr> <td>Prefer not to say</td> <td>4</td> </tr> <tr> <td>Gay/Lesbian</td> <td>4</td> </tr> <tr> <td>Don't Know</td> <td>1</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>87</b></td> </tr> </tbody> </table> <p><b>Leading for the Future participants 2023/2024:</b></p> <table border="1"> <thead> <tr> <th>Name</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>Straight/Heterosexual</td> <td>88.0%</td> </tr> <tr> <td>Gay/Lesbian</td> <td>4.0%</td> </tr> <tr> <td>Bisexual</td> <td>2.7%</td> </tr> <tr> <td>Prefer not to say</td> <td>5.3%</td> </tr> </tbody> </table>	Which of the following options best describes how you think of yourself?	Count of Which of the following options best describes how you think of yourself?	Heterosexual	78	Prefer not to say	4	Gay/Lesbian	4	Don't Know	1	<b>Grand Total</b>	<b>87</b>	Name	Percent	Straight/Heterosexual	88.0%	Gay/Lesbian	4.0%	Bisexual	2.7%	Prefer not to say	5.3%
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Marriage / Civil Partnership	The data is not collated within the census.	The data is not reported.	<p><b>This data has only been collected by Leading for the Future participants 2023/2024:</b></p> <p>24% never married/civil partnership  54.7% married  13.3% divorced  5.3% separated by still legally married  1.3% widowed  1.3% prefer not to say</p>																						
Pregnancy and Maternity	The data is not collated within the census.	The data is not reported.	The data is not collated																						
Socio-economic Status	The data is not collated within the census.	The data is not reported.	Only Leading for the Future collected data on this in 2023-2024. The question asked was <i>What was the occupation of your main household earner when you were about aged 14?</i> As extensive research by the Social																						

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			<p>Mobility Commission has identified this question as the best measure to assess socio-economic background.</p> <p>Modern professional &amp; traditional professional occupations – 39.2%            Senior, middle or junior managers or administrators - 14.9%            Clerical and intermediate occupations - 1.4%            Technical and craft occupations - 8.1%            Routine, semi-routine manual and service - 17.6%            Long-term unemployed - 5.4%            Small business owners who employed less than 25 people - 4.1%            Other such as: retired - 2.7%            Prefer not to say - 6.8%</p>																																																																																																																			
Employment Contract	<p>Permanent: Whole time 61.61% with 33.29% Part-Time Fixed Term: Whole-time 3.57% with 1.53% Part-time</p> <p>Band distribution (NHS Agenda for Change)</p> <table border="1"> <thead> <tr> <th>Band</th> <th>% of total</th> <th>Employment</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0.06%</td> <td>79.9</td> </tr> <tr> <td>2</td> <td>12.84%</td> <td>18,307.6</td> </tr> <tr> <td>3</td> <td>18.40%</td> <td>26,239.8</td> </tr> <tr> <td>4</td> <td>9.18%</td> <td>13,095.6</td> </tr> <tr> <td>5</td> <td>22.97%</td> <td>32,760.4</td> </tr> <tr> <td>6</td> <td>17.98%</td> <td>25,632.0</td> </tr> <tr> <td>7</td> <td>12.19%</td> <td>17,385.8</td> </tr> <tr> <td>8A</td> <td>3.26%</td> <td>4,643.6</td> </tr> <tr> <td>8B</td> <td>1.47%</td> <td>2,101.6</td> </tr> <tr> <td>8C</td> <td>0.69%</td> <td>987.4</td> </tr> <tr> <td>8D</td> <td>0.33%</td> <td>468.3</td> </tr> <tr> <td>9</td> <td>0.04%</td> <td>63.5</td> </tr> </tbody> </table>	Band	% of total	Employment	1	0.06%	79.9	2	12.84%	18,307.6	3	18.40%	26,239.8	4	9.18%	13,095.6	5	22.97%	32,760.4	6	17.98%	25,632.0	7	12.19%	17,385.8	8A	3.26%	4,643.6	8B	1.47%	2,101.6	8C	0.69%	987.4	8D	0.33%	468.3	9	0.04%	63.5	<p>Around five-sixths of the workforce is employed on permanent contracts. Just over half of the workforce (53%) is employed full time, though this varies from 30% to 79% by sub-sector.</p> <p><b>Figure 11. Percentage of part time and full time workers by sub-sector, 2022</b></p> <table border="1"> <caption>Estimated data for Figure 11: Percentage of part time and full time workers by sub-sector, 2022</caption> <thead> <tr> <th>Sub-sector</th> <th>Part time (%)</th> <th>Full time (%)</th> <th>Unknown (%)</th> </tr> </thead> <tbody> <tr><td>Adoption service</td><td>35</td><td>65</td><td>0</td></tr> <tr><td>Adult day care</td><td>45</td><td>55</td><td>0</td></tr> <tr><td>Adult placement service</td><td>50</td><td>50</td><td>0</td></tr> <tr><td>Care homes for adults</td><td>50</td><td>50</td><td>0</td></tr> <tr><td>Central and strategic staff</td><td>25</td><td>75</td><td>0</td></tr> <tr><td>Child care agency</td><td>65</td><td>35</td><td>0</td></tr> <tr><td>Child minding</td><td>30</td><td>70</td><td>0</td></tr> <tr><td>Day care of children</td><td>45</td><td>55</td><td>0</td></tr> <tr><td>Fieldwork service (adults)</td><td>25</td><td>75</td><td>0</td></tr> <tr><td>Fieldwork service (children)</td><td>25</td><td>75</td><td>0</td></tr> <tr><td>Fieldwork service (generic)</td><td>35</td><td>65</td><td>0</td></tr> <tr><td>Fieldwork service (offenders)</td><td>25</td><td>75</td><td>0</td></tr> <tr><td>Fostering service</td><td>30</td><td>70</td><td>0</td></tr> <tr><td>Housing support/care at home</td><td>55</td><td>45</td><td>0</td></tr> <tr><td>Nurse agency</td><td>70</td><td>30</td><td>0</td></tr> <tr><td>Offender accommodation service</td><td>25</td><td>75</td><td>0</td></tr> <tr><td>Residential child care</td><td>35</td><td>65</td><td>0</td></tr> <tr><td>School care accommodation</td><td>45</td><td>55</td><td>0</td></tr> </tbody> </table>	Sub-sector	Part time (%)	Full time (%)	Unknown (%)	Adoption service	35	65	0	Adult day care	45	55	0	Adult placement service	50	50	0	Care homes for adults	50	50	0	Central and strategic staff	25	75	0	Child care agency	65	35	0	Child minding	30	70	0	Day care of children	45	55	0	Fieldwork service (adults)	25	75	0	Fieldwork service (children)	25	75	0	Fieldwork service (generic)	35	65	0	Fieldwork service (offenders)	25	75	0	Fostering service	30	70	0	Housing support/care at home	55	45	0	Nurse agency	70	30	0	Offender accommodation service	25	75	0	Residential child care	35	65	0	School care accommodation	45	55	0	<p><b>New Horizons 2023/24</b> - Only four shift workers applied &amp; none met the criteria or were suitable. The balance of full/part time workers remained consistent through the review process. Part-time workers may find it more difficult to complete the programme as it will be a higher percentage of their working hours. As with caring responsibilities, support is offered to all participants in advance of the programme starting which will give the opportunity to share with the facilitators anything that might be required to enable their full participation in the programme.</p> <p><b>You as a Collaborative Leader 2023:</b> 87.3% in Full time work pattern with 12.7% Part time on application. 10% of successful applicants were Part time workers. Timing of workshops sensitive to carer responsibilities with options available to switch group and 1:1 sessions if timings didn't suit individual participants' needs.</p> <p><b>Leadership in Practice Scotland or Leading for the Future participants 2023-2024</b> – data not collated</p>
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Different Sectors	The data is not collated within the census.	The data is not collated within the census.	<p>New Horizons 2023/24 – 3% of applications were from non-NHS organisations with 13% of places allocated to these organisations. Understanding of the representation of sectors within the Leading to Change SAQ data is required to assess these figures.</p> <p>You as a Collaborative Leader 2023: 25% of applications were from non-NHS organisations. As this programme is targeted at integrated services we encourage applications from health, social work, social care and 3<sup>rd</sup> sector organisations with places being allocated so there is representation from all sectors.</p>