

# Equality Impact Assessment Report 2024

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

**NES directorate or department:** Workforce Directorate

**Date Report Completed:** April 2024

**Reviewed and updated:** August 2025

*A review of the EQIA was undertaken and we have updated both the data from programme evaluations and sector data, as well as any changes to our approach and our updated actions to ensure we are meeting our Public Sector Equality Duty.*

## 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

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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 \(nhs.scot\)](#)

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, 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

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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/publications/national-employment-strategy-2023-26/pages/section-3-driving-cultural-and-attitudinal-change-anti-racist-employment-strategy-a-fairer-scotland-for-all-2023-26.aspx)

- Programme reviews and evaluations
- [Scottish Social Service Sector: Report on 2023 Workforce Data | Scottish Social Services Workforce Data](#) published in August 2024
- [NHSScotland Workforce 31 December 2024](#) Published 4 March 2025

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
<b>Age</b>	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.
<b>Disability</b> (including physical, sensory, learning disabilities, neurodiversity, communication needs and mental health.	Neutral	<p>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.</p> <p>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.</p> <p>We are thoughtful about our application processes and need to further consider</p>

Protected Characteristic / Population Group	Any differential impact?	Reason
		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>No differential impact is anticipated for this protected characteristic.</p> <p>Note: Only one programme collated data on this and going forward we will no longer collate this information.</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 take account of this in the language and examples used.

Protected Characteristic / Population Group	Any differential impact?	Reason
		<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>Marketing our programmes can be improved so that people can see themselves, their roles, their organisations.</li> </ul> <p>Note: The Leading to Change products have been revisited. Work has been undertaken with the L2C Team and others to promote programmes utilising its distribution list, connecting with past participants, and where helpful holding drop-in sessions targeted at Social Work, Social Care, Third Sector and Partner Organisations.</p> <p>Leading for the Future will be meeting with past participants to understand their experience from advertising to recruitment and into participation so we can improve our approach. Lessons will be shared between programmes.</p> <p>However, learning from recruitment to the New Horizons Programme has been that using the L2C SAQ distribution list is a crucial element in generating interest. Going forward we will look to liaise with the Leading to Change Team to target those that are accessing their new Operational Leadership Success Profile Self-Assessment.</p>

## Next Steps

The review of the Equality Impact Assessment has informed the following actions:

1. We continue to 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. We will continue to work with the Leading to Change Team and others to market and target our programmes to improve accessibility and reach.
3. We continue to ensure we are attracting more diverse applicants/participants by working with our partners who promote, market and recruit to our programmes, where possible using the networks they have in place locally.
4. We continue to monitor our performance against the relevant NES Key Performance Indicators to ensure we are meeting the required metric(s).
5. As a team we will consider the E&D data we collate across programmes and look to take account of trends over time.
6. Each Programme Lead has undertaken the Anti-Racism training and will continue to participate in future learning opportunities so as a team we 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 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 July 2026.

## Review Sign-off

Director: Janice Gibson, Associate Director

Date: 2<sup>nd</sup> September 2025

## 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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Age	<p><b>22.8%</b> 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>4</sup></p> <p>Figure 3: The structure of Scotland's population is changing Population by age group and sex, 1921 and 2022, Scotland</p>	<p>The median age of the workforce is highest in the public sector (46) and lowest in the private sector (<b>39</b>). Staff working in <b>day care of children</b> in the private sector have the lowest median age (28).</p> <p>Table 13: Median age of the workforce by sub-sector and employer type, 2023 [z] = not applicable</p> <table><tr><th>Sub-sector</th><th>Public</th><th>Private</th><th>Voluntary</th><th>All</th></tr><tr><td>Adoption services</td><td>49</td><td>[z]</td><td>47</td><td>49</td></tr><tr><td>Adult day care</td><td>52</td><td>48</td><td>44</td><td>49</td></tr><tr><td>Adult placement services</td><td>53</td><td>[z]</td><td>51</td><td>53</td></tr><tr><td>Care homes for adults</td><td>50</td><td>42</td><td>45</td><td>43</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>44.5</td><td>36</td><td>39</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>36</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>44</td><td>[z]</td><td>[z]</td><td>44</td></tr><tr><td>Fieldwork service (generic)</td><td>49</td><td>[z]</td><td>[z]</td><td>49</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>47</td></tr><tr><td>Housing support/care at home</td><td>51</td><td>39</td><td>44</td><td>45</td></tr><tr><td>Nurse agencies</td><td>[z]</td><td>42</td><td>55.5</td><td>42</td></tr><tr><td>Offender accommodation services</td><td>42.5</td><td>[z]</td><td>50.5</td><td>48.5</td></tr><tr><td>Residential child care</td><td>47</td><td>39</td><td>41</td><td>42</td></tr><tr><td>School care accommodation</td><td>54</td><td>39.5</td><td>49</td><td>49</td></tr><tr><td>All</td><td>46</td><td>39</td><td>43</td><td>43</td></tr></table>	Sub-sector	Public	Private	Voluntary	All	Adoption services	49	[z]	47	49	Adult day care	52	48	44	49	Adult placement services	53	[z]	51	53	Care homes for adults	50	42	45	43	Central and strategic staff	49	[z]	[z]	49	Child care agencies	[z]	44.5	36	39	Childminding	[z]	50	[z]	50	Day care of children	40	28	36	36	Fieldwork service (adults)	48	[z]	[z]	48	Fieldwork service (children)	44	[z]	[z]	44	Fieldwork service (generic)	49	[z]	[z]	49	Fieldwork service (offenders)	46	[z]	[z]	46	Fostering services	48	[z]	47	47	Housing support/care at home	51	39	44	45	Nurse agencies	[z]	42	55.5	42	Offender accommodation services	42.5	[z]	50.5	48.5	Residential child care	47	39	41	42	School care accommodation	54	39.5	49	49	All	46	39	43	43	<p><b>New Horizons 2024/25</b> - The majority of applicants were between 25-54. The 35-44 category has slightly higher representation in the participants. This may be due to the need to both be early in your management career whilst also demonstrating sufficient responsibility to be able to put your learning into practice.</p> <p><b>You as a Collaborative Leader 2024</b> – 85% of applicants were 25-54 age range with 43% coming from 35-44 age category. There were 1% of applications from those below 25 with 1% preferring not to answer. This would align with the marketing of this programme to mid-level / senior managers across the system.</p> <p>Both <b>Leadership in Practice</b> and <b>Peer Thinking</b> are offerings that are suitable for new and emerging leaders and managers and this is reflected in the diverse age range of participants.</p>
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<sup>4</sup> [Scotland's Census 2022 - Rounded population estimates | Scotland's Census \(scotlandscensus.gov.uk\)](https://scotlandscensus.gov.uk/)

Characteristic	Evidence gathered				
	NHS Scotland Workforce Report	Scottish Social Services Sector Report	Leadership and Management Development Programmes		
			<b>Leadership in Practice Scotland (LiPS) 2024/25</b>		
				2023/2024	2024/2025
			16-24	0	10.53%
			25-34	21.84%	10.53%
			35-44	48.28%	26.32%
			45-54	21.84%	42.11%
			55-64	6.90%	10.53%
			Prefer not to say	1.15%	0
			<b>Peer Thinking (Data for 2025 cohort only)</b>		
				Age Range %	
			16-24	0.00	
			25-34	5.88	
			35-44	47.06	
			45-54	35.29	
			55-64	5.88	
			Prefer not to say	5.88	
			<b>Leading for the Future 2024-2025 – 93 responses out of 96</b>		
	Age Range %				
45-54	52%				
35-44	31%				
55-64	11%				
25-34	6%				
The age range aligns with this programme being aimed at senior managers across the system, with the greatest proportion, in the 45-54 age bracket.					



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<b>Disability</b> (including physical, sensory, learning disabilities, neurodiversity, communication needs and mental health.	Yes - <b>1.6%</b> No – <b>61.7%</b> Declined – <b>8.2%</b> No Known – <b>28.4%</b>	<table><caption>Table 17: Percentage of staff by disability and sub-sector, 2023</caption><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>86</td><td>1</td><td>13</td></tr><tr><td>Adult day care</td><td>87</td><td>4</td><td>10</td></tr><tr><td>Adult placement services</td><td>89</td><td>3</td><td>8</td></tr><tr><td>Care homes for adults</td><td>86</td><td>2</td><td>12</td></tr><tr><td>Central and strategic staff</td><td>50</td><td>4</td><td>45</td></tr><tr><td>Child care agencies</td><td>96</td><td>2</td><td>2</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>47</td><td>4</td><td>50</td></tr><tr><td>Fieldwork service (children)</td><td>45</td><td>3</td><td>52</td></tr><tr><td>Fieldwork service (generic)</td><td>39</td><td>3</td><td>58</td></tr><tr><td>Fieldwork service (offenders)</td><td>50</td><td>3</td><td>46</td></tr><tr><td>Fostering services</td><td>84</td><td>2</td><td>13</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>84</td><td>1</td><td>15</td></tr><tr><td>Offender accommodation services</td><td>67</td><td>2</td><td>31</td></tr><tr><td>Residential child care</td><td>84</td><td>2</td><td>14</td></tr><tr><td>School care accommodation</td><td>41</td><td>0</td><td>59</td></tr><tr><td>Total</td><td>80</td><td>2</td><td>18</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 <b>4%</b>. At least 2% of the workforce report having a disability.</p>	Sub-sector	No disability	Disability	Unknown	Adoption services	86	1	13	Adult day care	87	4	10	Adult placement services	89	3	8	Care homes for adults	86	2	12	Central and strategic staff	50	4	45	Child care agencies	96	2	2	Childminding	97	1	2	Day care of children	94	2	4	Fieldwork service (adults)	47	4	50	Fieldwork service (children)	45	3	52	Fieldwork service (generic)	39	3	58	Fieldwork service (offenders)	50	3	46	Fostering services	84	2	13	Housing support/care at home	75	2	23	Nurse agencies	84	1	15	Offender accommodation services	67	2	31	Residential child care	84	2	14	School care accommodation	41	0	59	Total	80	2	18	<p>With all our programmes, anyone who declared a disability is contacted and asked if they wished to discuss their needs with a member of the team and/or what adjustments would support their learning.</p> <p><b>New Horizons</b> – Four people declared a disability at application in 2024/25 and one person in 2023/24, however they did not meet the initial criteria for the programme.</p> <p><b>You as a Collaborative Leader 2024</b> – 4 people declared a disability at application, with 2 people meeting the criteria and no additional requirements needed to participate on the programme.</p> <p><b>Leadership in Practice Scotland (LiPS)</b> In 2023/24, 7 of the 87 participants indicated a disability (8%) this increased to 15.7% in 2024/25, with 3 of 19 participants.</p> <p><b>Peer Thinking (Data for 2025)</b> One person declared a disability.</p> <p><b>Leading for the Future 2024/2025</b> – 12 declared a disability at registration with 6 preferring not to say and 81% indicating no condition. The number is similar to the previous cohort (13 people). Adjustments were made to the delivery of the course to support participant to optimise their learning experience.</p>
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<b>Race / Ethnicity</b>	African, African Scottish or African British <b>1.0%</b> African Other <b>0.4%</b> Chinese, Chinese Scottish or Chinese British <b>0.4%</b> Indian, Indian Scottish or Indian British <b>1.4%</b> Pakistani, Pakistani Scottish or Pakistani British <b>0.6%</b> Bangladeshi, Bangladeshi Scottish or Bangladeshi British <b>0.1%</b> Asian Other <b>0.8%</b>	<table><caption>Table 15: Percentage of staff by ethnic classification and employer type, 2023</caption><thead><tr><th>Employer type</th><th>White</th><th>Mixed</th><th>Asian</th><th>Black<sup>a</sup></th><th>Other</th><th>Unknown</th></tr></thead><tbody><tr><td>Public</td><td>76</td><td>0</td><td>1</td><td>1</td><td>0</td><td>22</td></tr><tr><td>Private</td><td>62</td><td>0</td><td>4</td><td>7</td><td>0</td><td>26</td></tr><tr><td>Voluntary</td><td>67</td><td>0</td><td>2</td><td>4</td><td>0</td><td>27</td></tr><tr><td>All</td><td>68</td><td>0</td><td>2</td><td>4</td><td>0</td><td>25</td></tr></tbody></table>	Employer type	White	Mixed	Asian	Black <sup>a</sup>	Other	Unknown	Public	76	0	1	1	0	22	Private	62	0	4	7	0	26	Voluntary	67	0	2	4	0	27	All	68	0	2	4	0	25	<p><b>New Horizons 2024/25</b> - 91% of applications and 87% of participants were from the White categories. This is above what would be expected from the Scottish population.</p>																																													
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	<div>Caribbean, Caribbean Scottish or Caribbean British0.1%</div> <div>Black, Black Scottish or Black British0.0%</div> <div>Caribbean or Black Other0.1%</div> <div>White Scottish56.4%</div> <div>White Irish1.3%</div> <div>White Polish0.3%</div> <div>Gypsy or Traveller0.0%</div> <div>White British9.1%</div> <div>White Other White British3.6%</div> <div>Any mixed or multiple ethnic groups0.5%</div> <div>Arab, Arab Scottish or Arab British0.1%</div> <div>Other Ethnic group0.3%</div> <div>Declined8.0%</div> <div>Not Known15.4%</div>	<div>Table 16: Percentage of staff by ethnic classification and sub-sector, 2023</div> <table><tr><th>Sub-sector</th><th>White</th><th>Mixed</th><th>Asian</th><th>Black<sup>10</sup></th><th>Other</th><th>Unknown</th></tr><tr><td>Adoption services</td><td>80</td><td>0</td><td>1</td><td>0</td><td>0</td><td>19</td></tr><tr><td>Adult day care</td><td>81</td><td>0</td><td>2</td><td>1</td><td>0</td><td>16</td></tr><tr><td>Adult placement services</td><td>91</td><td>0</td><td>1</td><td>1</td><td>0</td><td>8</td></tr><tr><td>Care homes for adults</td><td>63</td><td>0</td><td>5</td><td>5</td><td>1</td><td>26</td></tr><tr><td>Central and strategic staff</td><td>82</td><td>0</td><td>1</td><td>2</td><td>0</td><td>15</td></tr><tr><td>Child care agencies</td><td>57</td><td>0</td><td>0</td><td>0</td><td>0</td><td>43</td></tr><tr><td>Childminding</td><td>94</td><td>0</td><td>1</td><td>0</td><td>0</td><td>4</td></tr><tr><td>Day care of children</td><td>88</td><td>0</td><td>2</td><td>0</td><td>0</td><td>9</td></tr><tr><td>Fieldwork service (adults)</td><td>77</td><td>0</td><td>0</td><td>2</td><td>0</td><td>21</td></tr><tr><td>Fieldwork service (children)</td><td>67</td><td>0</td><td>0</td><td>2</td><td>0</td><td>30</td></tr><tr><td>Fieldwork service (generic)</td><td>86</td><td>0</td><td>0</td><td>1</td><td>0</td><td>12</td></tr><tr><td>Fieldwork service (offenders)</td><td>74</td><td>0</td><td>0</td><td>2</td><td>0</td><td>24</td></tr><tr><td>Fostering services</td><td>85</td><td>0</td><td>0</td><td>0</td><td>0</td><td>14</td></tr><tr><td>Housing support/care at home</td><td>59</td><td>0</td><td>2</td><td>6</td><td>0</td><td>32</td></tr><tr><td>Nurse agencies</td><td>20</td><td>0</td><td>2</td><td>10</td><td>0</td><td>67</td></tr><tr><td>Offender accommodation services</td><td>78</td><td>0</td><td>1</td><td>1</td><td>0</td><td>20</td></tr><tr><td>Residential child care</td><td>84</td><td>0</td><td>0</td><td>1</td><td>0</td><td>14</td></tr><tr><td>School care accommodation</td><td>40</td><td>0</td><td>0</td><td>0</td><td>0</td><td>59</td></tr><tr><td>Total</td><td>68</td><td>0</td><td>2</td><td>4</td><td>0</td><td>25</td></tr></table> <div><sup>10</sup> This combines the new census categories, 'African' and 'Caribbean or Black'.</div>	Sub-sector	White	Mixed	Asian	Black <sup>10</sup>	Other	Unknown	Adoption services	80	0	1	0	0	19	Adult day care	81	0	2	1	0	16	Adult placement services	91	0	1	1	0	8	Care homes for adults	63	0	5	5	1	26	Central and strategic staff	82	0	1	2	0	15	Child care agencies	57	0	0	0	0	43	Childminding	94	0	1	0	0	4	Day care of children	88	0	2	0	0	9	Fieldwork service (adults)	77	0	0	2	0	21	Fieldwork service (children)	67	0	0	2	0	30	Fieldwork service (generic)	86	0	0	1	0	12	Fieldwork service (offenders)	74	0	0	2	0	24	Fostering services	85	0	0	0	0	14	Housing support/care at home	59	0	2	6	0	32	Nurse agencies	20	0	2	10	0	67	Offender accommodation services	78	0	1	1	0	20	Residential child care	84	0	0	1	0	14	School care accommodation	40	0	0	0	0	59	Total	68	0	2	4	0	25	<div>You as a Collaborative Leader 2024: 2 applications (2.5%) 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. 1 of these applications were successful from mixed groups: Scottish African.</div> <div>Leading for the Future 2024-2025: 2 participants (2%) were not in one of the White categories. This is the same position as the previous year.</div> <div>Leadership in Practice Scotland (LiPS) 2024/25 For those that completed the EDI survey, 94.74% were from the white categories and this is an increase on the previous year (88.24%).</div> <div>Peer Thinking (Data for 2025) All of the participants that completed the EDI survey were from the white categories.</div>
Sub-sector	White	Mixed	Asian	Black <sup>10</sup>	Other	Unknown																																																																																																																																									
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Religion / Belief (including none)	<div>Buddhist0.3%</div> <div>Church of Scotland14.4%</div> <div>Roman Catholic10.9%</div> <div>Christian – Other7.5%</div> <div>Hindu0.7%</div> <div>Jewish0.1%</div> <div>Muslim1.3%</div>	The data is not reported.	<div>New Horizons 2024/25 - Just under two thirds of applicants (62%) and participants (57%) are of no religion with Church of Scotland (17%) and Roman Catholic (13%) the next largest categories.</div>																																																																																																																																												

Characteristic	Evidence gathered		
	NHS Scotland Workforce Report	Scottish Social Services Sector Report	Leadership and Management Development Programmes
	Sikh 0.1% No Religion <b>33.3%</b> Other <b>1.9%</b> Declined <b>9.7%</b> Not Known <b>19.7%</b>		<p><b>You as a Collaborative Leader 2024:</b> 51.8% None, 17.3% Church of Scotland, 11.1% Roman Catholic were main three categories at application.</p> <p><b>Leadership in Practice Scotland (LiPS) 2024/25</b>  68.4% participants indicated No religion with 10.5% each for Christian – Other, Church of Scotland and Roman Catholic. In the previous year these categories were the most indicated 54.1% No Religion, 14.1% Church of Scotland, 11.8% Christian – Other and 7.1% Catholic.</p> <p><b>Peer Thinking (Data for 2025)</b>  54.9% indicated No Religion, 29.4% Church of Scotland, 5.9% Christian – Other and 5.9% Roman Catholic, with 5.9% prefer not to say.</p> <p><b>Leading for the Future – 2024/2025 – participants</b>  55% indicated No Religion, 16% Church of Scotland, 16% Roman Catholic and 3% Christian – Other, with 8% prefer not to say.</p>
Sex	Female <b>77.2%</b> Men <b>22.8%</b>	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.	<p><b>New Horizons 2024/2025</b> – We continue to see female dominate applications at the recruitment stage. For the second year 87% of applicants were female and with 83% females forming the cohort.</p> <p><b>You as a Collaborative Leader 2024:</b> 85.2% Female at application with 2.5% preferring not to say. 84.6% of successful applicants were female. Again, this information is not available to the panel members at time of review.</p>

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		<table><tr><th colspan="5">Table 14: Percentage of staff by gender and sub-sector, 2023</th></tr><tr><th>Sub-sector</th><th>Female</th><th>Male</th><th>Other</th><th>Unknown</th></tr><tr><td>Adoption services</td><td>90</td><td>10</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>82</td><td>18</td><td>0</td><td>0</td></tr><tr><td>Care homes for adults</td><td>82</td><td>18</td><td>0</td><td>0</td></tr><tr><td>Central and strategic staff</td><td>77</td><td>22</td><td>0</td><td>1</td></tr><tr><td>Child care agencies</td><td>100</td><td>0</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>85</td><td>15</td><td>0</td><td>0</td></tr><tr><td>Fieldwork service (generic)</td><td>76</td><td>24</td><td>0</td><td>0</td></tr><tr><td>Fieldwork service (offenders)</td><td>70</td><td>30</td><td>0</td><td>0</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>19</td><td>0</td><td>6</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>74</td><td>26</td><td>0</td><td>0</td></tr><tr><td>Residential child care</td><td>70</td><td>30</td><td>0</td><td>0</td></tr><tr><td>School care accommodation</td><td>63</td><td>37</td><td>0</td><td>0</td></tr><tr><td>All</td><td>82</td><td>16</td><td>0</td><td>2</td></tr></table>	Table 14: Percentage of staff by gender and sub-sector, 2023					Sub-sector	Female	Male	Other	Unknown	Adoption services	90	10	0	0	Adult day care	77	23	0	0	Adult placement services	82	18	0	0	Care homes for adults	82	18	0	0	Central and strategic staff	77	22	0	1	Child care agencies	100	0	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)	85	15	0	0	Fieldwork service (generic)	76	24	0	0	Fieldwork service (offenders)	70	30	0	0	Fostering services	88	12	0	0	Housing support/ care at home	76	19	0	6	Nurse agencies	82	18	0	0	Offender accommodation services	74	26	0	0	Residential child care	70	30	0	0	School care accommodation	63	37	0	0	All	82	16	0	2	<p><b>Leadership in Practice Scotland (LiPS) 2024/25</b> 95% of participants identified as female in comparison to previous year when 80% were female.</p> <p><b>Peer Thinking (Data for 2025)</b> All those who completed the EDI survey identified as female.</p> <p><b>Leading for the Future participants 2024/2025</b> 75% of participants were female, 23% were male and 2% prefer not to say (95 out of 96 responses). This is in comparison to 2023/24 when 81% were female and 19% were male.</p>
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			<b>Leading for the Future participants 2024/2025:</b> The largest category is heterosexual/straight staying consistent at 89% (88% in 2023/24), with 9% prefer not to say and 2% Gay / Lesbian.																					
Marriage / Civil Partnership	The data is not reported.	The data is not reported.	<b>This data has only been collected by Leading for the Future participants:</b> <table><tr><th>Marital Status</th><th>2023/24</th><th>2024/25</th></tr><tr><td>Married</td><td>54.7%</td><td>64%</td></tr><tr><td>Never married/registered in a civil partnership</td><td>24%</td><td>14%</td></tr><tr><td>Divorced</td><td>13.3%</td><td>13%</td></tr><tr><td>Prefer not to say</td><td>1.3%</td><td>7%</td></tr><tr><td>Separated, but still legally married</td><td>5.3%</td><td>1%</td></tr><tr><td>Widowed</td><td>1.3%</td><td>1%</td></tr></table>	Marital Status	2023/24	2024/25	Married	54.7%	64%	Never married/registered in a civil partnership	24%	14%	Divorced	13.3%	13%	Prefer not to say	1.3%	7%	Separated, but still legally married	5.3%	1%	Widowed	1.3%	1%
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Pregnancy and Maternity	The data is not reported.	The data is not reported.	The data is not collated																					
Socio-economic Status	The data is not reported.	The data is not reported.	<b>Going forward this data will not be collated.</b> Only Leading for the Future collected data. 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 Mobility Commission has identified this question as the best measure to assess socio-economic background. <table><tr><th>Socia Economics</th><th>2023/24</th><th>2024/25</th></tr><tr><td>Modern professional/ traditional professional</td><td>39.2%</td><td>27%</td></tr><tr><td>Technical and craft occupations</td><td>8.1%</td><td>20%</td></tr></table>	Socia Economics	2023/24	2024/25	Modern professional/ traditional professional	39.2%	27%	Technical and craft occupations	8.1%	20%												
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Employment Contract	<p>Contract Type and whole time / part-time</p> <table><tr><th>Contract type</th><th>Part-time % of total</th><th>Part-time Employment</th><th>Whole-time % of total</th><th>Whole-time Employment</th></tr><tr><td>Fixed term</td><td>8.45%</td><td>1,349.5</td><td>43.07%</td><td>6,878.0</td></tr><tr><td>Honorary</td><td>0.61%</td><td>97.2</td><td></td><td></td></tr><tr><td>Permanent</td><td>12.81%</td><td>2,045.9</td><td>35.05%</td><td>5,597.0</td></tr></table> <p>Grade – Non-medical workforce (NHS Agenda for Change)</p> <table><tr><th>Band</th><th>% of total</th><th>Employment</th></tr><tr><td>1</td><td>0.04%</td><td>59.7</td></tr><tr><td>2</td><td>11.69%</td><td>17,010.8</td></tr><tr><td>3</td><td>18.52%</td><td>26,948.5</td></tr><tr><td>4</td><td>8.58%</td><td>12,480.4</td></tr><tr><td>5</td><td>24.77%</td><td>36,034.0</td></tr><tr><td>6</td><td>17.96%</td><td>26,133.9</td></tr><tr><td>7</td><td>12.14%</td><td>17,665.6</td></tr><tr><td>8A</td><td>3.28%</td><td>4,766.4</td></tr><tr><td>8B</td><td>1.49%</td><td>2,162.3</td></tr><tr><td>8C</td><td>0.71%</td><td>1,030.5</td></tr><tr><td>8D</td><td>0.33%</td><td>474.7</td></tr><tr><td>9</td><td>0.05%</td><td>67.3</td></tr><tr><td>Not assimilated</td><td>0.45%</td><td>654.1</td></tr></table>	Contract type	Part-time % of total	Part-time Employment	Whole-time % of total	Whole-time Employment	Fixed term	8.45%	1,349.5	43.07%	6,878.0	Honorary	0.61%	97.2			Permanent	12.81%	2,045.9	35.05%	5,597.0	Band	% of total	Employment	1	0.04%	59.7	2	11.69%	17,010.8	3	18.52%	26,948.5	4	8.58%	12,480.4	5	24.77%	36,034.0	6	17.96%	26,133.9	7	12.14%	17,665.6	8A	3.28%	4,766.4	8B	1.49%	2,162.3	8C	0.71%	1,030.5	8D	0.33%	474.7	9	0.05%	67.3	Not assimilated	0.45%	654.1	<p>Chart showing the percentage of full and part time workers in each sub-sector. In most sub-sectors the majority of staff work full time. The exceptions being in adult day care, child care agencies, housing support/care at home and nurse agencies where over half of all staff in each work part time.</p> <p>Table 22: Percentage of <b>part time</b> and full time workers by sub-sector, 2023</p> <table><tr><th>Sub-sector</th><th>Part time</th><th>Full time</th><th>Unknown</th></tr><tr><td>Adoption service</td><td>39</td><td>61</td><td>0</td></tr><tr><td>Adult day care</td><td>52</td><td>48</td><td>0</td></tr><tr><td>Adult placement service</td><td>30</td><td>70</td><td>0</td></tr><tr><td>Care homes for adults</td><td>43</td><td>57</td><td>0</td></tr><tr><td>Central and strategic staff</td><td>21</td><td>79</td><td>0</td></tr><tr><td>Child care agency</td><td>96</td><td>4</td><td>0</td></tr><tr><td>Childminding</td><td>29</td><td>71</td><td>0</td></tr><tr><td>Day care of children</td><td>44</td><td>56</td><td>0</td></tr><tr><td>Fieldwork service (adults)</td><td>24</td><td>76</td><td>0</td></tr><tr><td>Fieldwork service (children)</td><td>23</td><td>77</td><td>0</td></tr><tr><td>Fieldwork service (generic)</td><td>29</td><td>71</td><td>0</td></tr><tr><td>Fieldwork service (offenders)</td><td>19</td><td>81</td><td>0</td></tr><tr><td>Fostering service</td><td>29</td><td>71</td><td>0</td></tr><tr><td>Housing support/ care at home</td><td>56</td><td>43</td><td>1</td></tr><tr><td>Nurse agency</td><td>75</td><td>25</td><td>0</td></tr><tr><td>Offender accommodation service</td><td>31</td><td>69</td><td>0</td></tr><tr><td>Residential child care</td><td>32</td><td>68</td><td>0</td></tr><tr><td>School care accommodation</td><td>45</td><td>55</td><td>0</td></tr><tr><td>Total</td><td>46</td><td>53</td><td>0</td></tr></table>	Sub-sector	Part time	Full time	Unknown	Adoption service	39	61	0	Adult day care	52	48	0	Adult placement service	30	70	0	Care homes for adults	43	57	0	Central and strategic staff	21	79	0	Child care agency	96	4	0	Childminding	29	71	0	Day care of children	44	56	0	Fieldwork service (adults)	24	76	0	Fieldwork service (children)	23	77	0	Fieldwork service (generic)	29	71	0	Fieldwork service (offenders)	19	81	0	Fostering service	29	71	0	Housing support/ care at home	56	43	1	Nurse agency	75	25	0	Offender accommodation service	31	69	0	Residential child care	32	68	0	School care accommodation	45	55	0	Total	46	53	0	<p><b>New Horizons 2024/25</b> - Around three quarters of applicants and participants (70%) work full-time. 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 2024:</b> 83.9% in Full time work pattern with 14.8% Part time on application. 10.3% 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>Leading for the Future participants – this data is not collated</b></p> <p><b>Leadership in Practice Scotland 2024/2025</b> 78.9% Full Time; 15.8% Part Time and 5.3% Shift Work</p>
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		<p><b>Figure 6: Percentage of the workforce by sub-sector and employer type, 2023</b></p> <table border="1"><caption>Data for Figure 6: Percentage of the workforce by sub-sector and employer type, 2023</caption><thead><tr><th>Sub-sector</th><th>Private (%)</th><th>Public (%)</th><th>Voluntary (%)</th></tr></thead><tbody><tr><td>Adoption service</td><td>0</td><td>80</td><td>20</td></tr><tr><td>Adult day care</td><td>5</td><td>50</td><td>45</td></tr><tr><td>Adult placement service</td><td>0</td><td>70</td><td>30</td></tr><tr><td>Care homes for adults</td><td>70</td><td>15</td><td>15</td></tr><tr><td>Central and strategic staff</td><td>0</td><td>80</td><td>20</td></tr><tr><td>Child care agency</td><td>80</td><td>15</td><td>5</td></tr><tr><td>Child minding</td><td>100</td><td>0</td><td>0</td></tr><tr><td>Day care of children</td><td>35</td><td>45</td><td>20</td></tr><tr><td>Fieldwork service (adults)</td><td>0</td><td>100</td><td>0</td></tr><tr><td>Fieldwork service (children)</td><td>0</td><td>100</td><td>0</td></tr><tr><td>Fieldwork service (generic)</td><td>0</td><td>100</td><td>0</td></tr><tr><td>Fieldwork service (offenders)</td><td>0</td><td>100</td><td>0</td></tr><tr><td>Fostering service</td><td>0</td><td>50</td><td>50</td></tr><tr><td>Housing support/care at home</td><td>25</td><td>30</td><td>45</td></tr><tr><td>Nurse agency</td><td>100</td><td>0</td><td>0</td></tr><tr><td>Offender accommodation service</td><td>0</td><td>15</td><td>85</td></tr><tr><td>Residential child care</td><td>25</td><td>35</td><td>40</td></tr><tr><td>School care accommodation</td><td>10</td><td>15</td><td>75</td></tr></tbody></table> <p>Employer type   Private   Public   Voluntary</p> <p>Description of Figure 6: Chart showing the proportion of the workforce by employer type in each sub-sector.</p>	Sub-sector	Private (%)	Public (%)	Voluntary (%)	Adoption service	0	80	20	Adult day care	5	50	45	Adult placement service	0	70	30	Care homes for adults	70	15	15	Central and strategic staff	0	80	20	Child care agency	80	15	5	Child minding	100	0	0	Day care of children	35	45	20	Fieldwork service (adults)	0	100	0	Fieldwork service (children)	0	100	0	Fieldwork service (generic)	0	100	0	Fieldwork service (offenders)	0	100	0	Fostering service	0	50	50	Housing support/care at home	25	30	45	Nurse agency	100	0	0	Offender accommodation service	0	15	85	Residential child care	25	35	40	School care accommodation	10	15	75	<p>their own recruitment process. For the 2024/25 programme, a portion of the remaining places were ring-fenced for applications for non-NHS applicants, who could apply through SSSC, NES, or L2C.</p> <table><tr><th>Sector</th><th>% of total places</th></tr><tr><td>Non-NHS</td><td>11.4%</td></tr><tr><td>NHS Scotland</td><td>88.6%</td></tr></table>	Sector	% of total places	Non-NHS	11.4%	NHS Scotland	88.6%
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