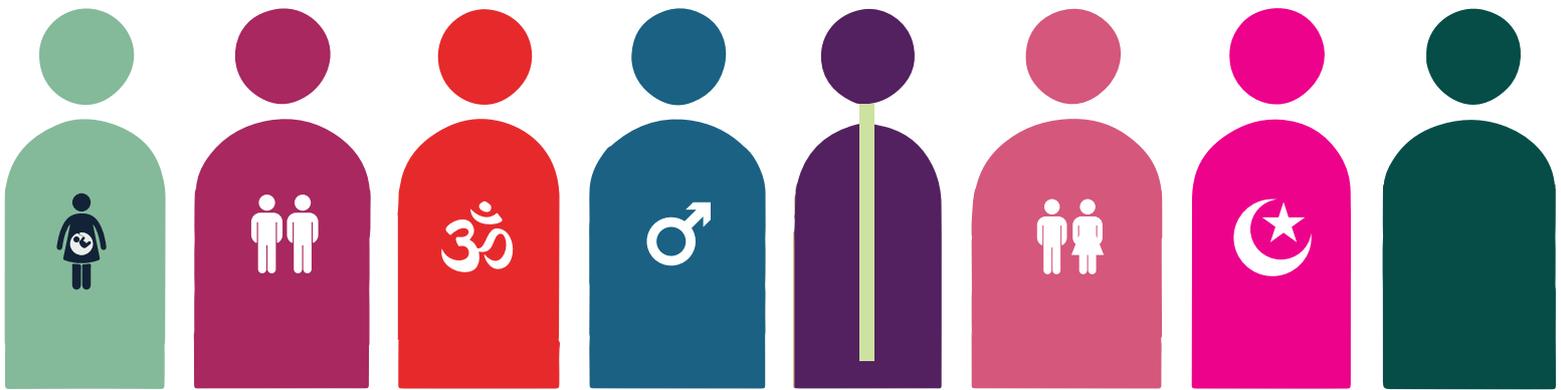


Equalities Mainstreaming Progress Report April 2021- March 2023



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You can find more information about equality and diversity within the Care Inspectorate on our website <https://www.careinspectorate.com/index.php/equality-and-diversity> . You can also get information by emailing equalities@careinspectorate.gov.scot. This report is available in alternative languages and formats on request.

Introduction

This report provides an update on the progress we have made to deliver our equality outcomes actions (2021-2025) which were published in our [Equality Outcomes, Mainstreaming Report, and Action Plan](#) in April 2021.

It also demonstrates how we are mainstreaming equality, by integrating it into our day-to-day working and our core functions. Equality is a part of everything we do.

This report covers our:

- progress against our equality outcomes from April 2021 to March 2023
- plans to meet our equality outcomes for April 2023 to March 2025
- workforce equality information including our pay gap information (appendix 1)
- equal pay statement (appendix 1).

About us

The Care Inspectorate’s vision is for world-class social care and social work in Scotland, where everyone, in every community, experiences high-quality care, support, and learning, tailored to their rights, needs, and wishes. The Care Inspectorate is the independent scrutiny and quality improvement support body for social care and social work services in Scotland. We are responsible for regulating social care services including services for adults, older people, children, and young people. This includes registration, inspection, complaints, enforcement, and quality improvement support.

We support services to improve the quality of their care, promote innovation and drive continuous improvement. We take action where experiences and outcomes are not meeting individual needs.

We influence and shape social care policy nationally and internationally, sharing our learning with others. Our work supports the transformation of social care in Scotland and is aligned to Scotland’s Health and Social Care Standards, which are integral to every element of our scrutiny and quality improvement work. We place human rights and the Health and Social Care Standards at the heart of all that we do. This supports services and communities to be safe places for people to live well and flourish, with their rights, needs, and choices respected and realised.

"We are delighted to share our Equalities Mainstreaming Progress Report with you. I am proud of our achievements since we last reported in 2021. As the independent scrutiny and quality improvement support body for social care and social work services in Scotland we have a central role in promoting equality, examining progress against agreed standards, and encouraging and supporting improvement. We firmly believe that equality improves and enriches people's experience of care, and we are committed to further embedding equality into everything we do. We know there is still more for us to do. We will continue to proactively promote the rights of all people who experience care to ensure they are treated with equality, non-discrimination, dignity and respect and their human rights are upheld."

Jackie Irvine, Chief Executive,
Care Inspectorate



Looking forward April 2023-March 2025

Progress will continue through existing workplans and our equality outcome action plan for April 2023-March 2025, including reviewing and consulting on new outcomes.

In between our mandatory equalities mainstreaming reporting, we also share an annual equalities progress report with our Board every April. This is part of our governance arrangements. We will update the Board again in April 2024.

Our specific duties to mainstream equality

The Equality Act 2010 came into effect in October 2010. The Act covers [nine protected characteristics](#):

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

The General Equality Duty (Section 149) of the Equality Act 2010, requires public bodies, including the Care Inspectorate, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 helps public bodies in Scotland, including the Care Inspectorate, to support the better performance of the General Equality Duty.

The Specific Duties require us to:

- publish equality outcomes and report on progress
- assess the impact on equality of all new and existing policies
- gather and use employee information to identify and support improvements
- use information on the protected characteristics of members (board and management)
- publish gender pay gap information
- publish statements on equal pay
- consider award criteria and conditions in relation to public procurement
- publish in a manner that is accessible.

Progress in achieving our equality outcomes April 2021 – March 2023

We are making good progress with our three equality outcomes, published in our [Equality Outcomes, Mainstreaming Report, and Action Plan](#). The equality outcomes we set in April 2021 were informed by evidence and remain unchanged. The table below presents our equality outcomes. We mapped them to the respective duties and structured them in line with guidance from the Equalities and Human Rights Commission.

Equality Outcome 1 issue:

Care experienced younger people, older people, disabled people, the LGBT community, and people from a minority ethnic community do not always experience care that meets their specific needs and wishes.

Equality outcome 1	Outputs and outcomes	Activities	General duty
<p>We will collaborate with providers of care and other stakeholders to develop and evaluate quality illustrations* in our quality frameworks.</p> <p>These will:</p> <ul style="list-style-type: none"> include equality, diversity and human rights aid discussion and understanding between inspectors and care service providers promote a self-evaluation process for continuous improvement. ensure people experience high-quality care and support that is compassionate and tailored to their rights, needs and wishes. 	<ul style="list-style-type: none"> Very good and weak practice examples are developed. Quality illustrations that focus on equality and diversity are included in all our quality frameworks. 	<ul style="list-style-type: none"> Identify individuals to develop quality illustrations. Promote quality illustrations. Train our staff (webinars). Review impact of quality illustrations (evaluations that measure pre- and post-learning). 	<p>Foster good relations and eliminate discrimination.</p>

*Quality illustrations are a tool that we use to support care services to self-evaluate and are part of our external quality assurance activity. We have illustrations of what very good quality would look like, and what weak quality would look like. We have [quality frameworks](#) to evaluate the quality of care during inspections and improvement planning. The frameworks reflect the [Health and Social Care Standards: My Support, My Life](#). The Standards are our main vehicle for bringing human rights, equalities, diversity, and inclusion into our scrutiny assurance and quality improvement support work.

Equality outcome 1

Equality outcome 1 helps us to further embed equality into our scrutiny and assurance and quality improvement support work.

Achieved

- The right individuals have been identified to support and promote this work. We have agreed to increase our sector specific equality communications (through newsletters, website and the hub) to promote greater awareness of equalities and to share more examples of excellent equality practice externally. We will also share information with the Equality and Human Rights Commission (EHRC) where appropriate.
- Continued to promote '[Proud to Care: LGBT and Dementia A Guide for Health and Social Care Providers](#)'. The resource has been produced in partnership with worked with LGBT Health and Wellbeing, Alzheimer Scotland and others. Within the toolkit we provided quality illustrations to highlight good practice and best practice.

Next steps April 2023-March 2025

- Continue to embed the health and social care standards and equalities legislation across all areas of our scrutiny and assurance and quality improvement work. This will take into account recommendations made by [the Equality and Human Rights Commission \(EHRC\) Inquiry into experiences from health and social care: the treatment of lower-paid ethnic minority workers](#).
- Further strengthen our quality frameworks for strategic inspection to reflect the Scottish Government guidance for the public sector on procuring care, support services and taking a rights-based approach.
- Continue to build equalities into core training for new scrutiny and assurance staff through induction and the learning and development programme.
- Establish an internal equalities practice development group to identify and share practice.

Equality Outcome 2 issue:

People who are care experienced and younger, older, disabled or minority ethnic, and families and carers of people experiencing care can face barriers to participation and engagement. This results in reduced opportunities to share their lived experience or discuss their specific needs.

Equality outcome 2	Outputs and outcomes	Activities	General duty
<p>We will increase opportunities for people who are care experienced and:</p> <ul style="list-style-type: none"> • younger • older • disabled • minority ethnic <p>and</p> <ul style="list-style-type: none"> • families and carers of people experiencing care • volunteers • national stakeholders to get involved with our work. <p>This will influence and improve what we do so that people in these communities have a better experience of care.</p>	<ul style="list-style-type: none"> • Increase our overall engagement (events, focus groups and surveys) activity by 15% from an average of 130 to 150 engagements across these groups by March 2025. • Rise in interest and volunteer applications from people from these communities. 	<ul style="list-style-type: none"> • Run events, focus groups and surveys with adults and older people, our new Working Together Group and our volunteers. • Work with four new organisations and groups of people each year. • Develop different methods of volunteer recruitment and retention specifically aimed at these communities. 	<p>Advance equality of opportunity, external eliminate.</p>

Equality outcome 2

Equality outcome 2 is about increasing opportunities for participation, engagement and the sharing of lived experience. There is a specific focus on reaching out to people with protected characteristics.

Our new [Quality Improvement and Involvement Strategy 2022-25](#), has a specific focus on equality outcome two. It states that we will:

- support volunteers of all ages to participate in and co-design our core scrutiny and quality improvement activity
- strengthen the way we work by continuing to codesign and coproduce work with people who experience care and those important to them
- work with organisations that represent people who experience care to help improve the quality of care.

This new strategy will ensure that quality improvement, co-production, equality and fairness are integrated into all our work across the organisation.

Case studies - the Care Inspectorate working with others to influence and improve outcomes for older people, so that they have a better experience of care.

[Arts in Care](#) is a project to enhance wellbeing in older people's care homes through arts practices. Feedback has been very good and shows that it has increased wellbeing for both residents and staff. Community artists (poets, artists, musicians and a dancer) received training to work in care homes and then went into homes to deliver sessions. The final evaluation report is currently in draft. Further information is available [here](#).

[Screen memories](#) is a project which involved 14 people who live in three care homes in different geographical locations in Scotland. The aim of the project was to give people an opportunity to connect with another care home using technology and to take part in a reminiscing activity. They support people to interact and reminisce about times in their lives that will bring back special memories, improving mood, wellbeing and inclusion.

In December 2022, we published the [Inquiry into adult carers' experiences of social work and social care services](#). We undertook this inquiry to help us understand adult carers' experiences of adult social work and social care services. We focused on the support carers received to maintain or improve their quality of life and to support their ability to continue to care. This report draws together the views of:

- carers
- health and social care partnerships
- local carers' organisations
- service providers.

The findings of the carers inquiry contributes to learning across social work and social care sectors and aims to inform how future support for carers can be developed and improved.

In March 2022, the Scottish Government introduced new standards for [Anne's Law](#), which upholds the rights of care home residents and families to always remain connected, including during a Covid-19 outbreak. Two inspectors have recently started in seconded posts working on the Anne's Law Project. They will provide support and guidance, aiming to:

- enhance and promote the importance of meaningful connection
- involve communities
- support visiting rights for people who live in adult and older people's care homes.

Increasing opportunities for volunteers

We support a cohort of Care Inspectorate volunteers, many of whom have experienced or are experiencing care services and represent a variety of the protected characteristic groups.

For volunteers, we have:

- revised our [Involvement and Equalities Charter](#) to include more references to inclusion, equality and the Public Sector Equality Duty
- removed the age limit of young inspection volunteers so they can continue to work with us beyond their 26th birthday
- updated the inspection volunteer application form and equal opportunity monitoring forms, developed different methods of volunteer recruitment, all aimed at increasing the diversity of our volunteer workforce specifically around:
 - age
 - care experience
 - living with a disability
 - race.

We have run one recruitment campaign for our young inspection volunteer scheme, since we published our outcomes. We received 16 applications from a range of ages (16-27) including our youngest successful applicant to date. All applicants were asked to provide their equalities data.

Volunteers continue to be involved in staff recruitment and consultations that inform our strategic priorities, and they participate in shaping the day-to-day work of the Care Inspectorate. Some volunteers presented at a Board development event. Also, some met with the Minister for Children and Young People about their work with 'Stand up for Siblings'.

Examples of co-producing improved care experiences for younger people

- [Text to Complain](#) service was introduced in 2021, for children and young people to raise awareness about our complaints process. Our young inspection volunteers were involved in the design and communication of this service. This means that children and young people can make early contact with us if they have a complaint about the care they experience.
- Our young inspection volunteers were involved in co-producing a new [information resource](#) about Continuing Care. They worked alongside other young people from CELCIS (Centre for Excellence for Children's Care and Protection) and Clan Childlaw.
- The involvement and equalities team co-developed a child friendly animation with young inspection volunteers, that is sent out to the care service before an inspection. The [animation](#) shows how we place children and young people at the heart of our inspection.

Examples of improving outcomes for care experienced people

We are fully committed to implementing [The Promise](#) and have introduced an extensive change programme to uphold the rights and improve the outcomes for care experienced people, inclusive of all ages.

Achieved

- Identification of recommendations on what would improve participation practice in the Care Inspectorate and how we consult with children and young people when inspecting their service.
- Signing of the [national trauma-informed pledge](#) - 139 staff have undertaken training in 'Introduction to the National Trauma Training Programme' (NTTP) which recognises that people from minority or marginalised groups can be disproportionately affected by trauma and abuse. Four trauma champions have been identified.

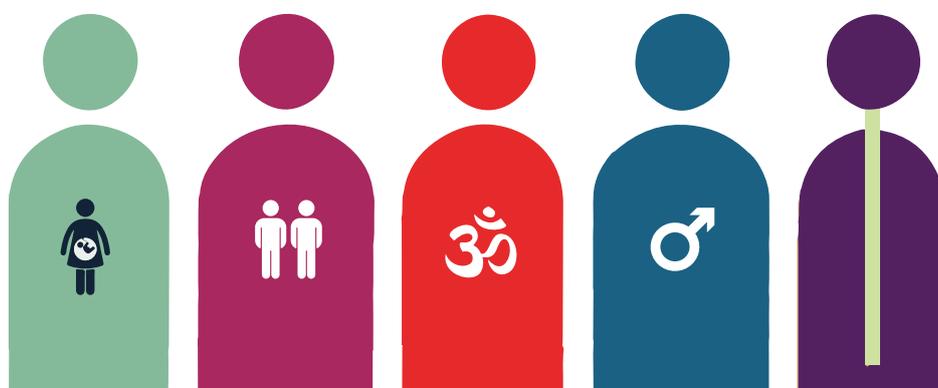
Our [Care about Physical Activity \(CAPA\)](#) team was reconstituted in Spring/Summer of 2022, funded through Scottish Government. In-person workshops for care services have been held which have included people who experience care. The team share [good practice](#) with care services on innovative ways to get older people moving more and to involve the community in the lives of people who experience care.

Improving opportunities for participation and engagement

We use [Citizen Lab](#) as an online tool for consultation and participation, it helps us to gather people's views on our work. Any person with an interest in the subject area can contribute their views and get involved, this includes people experiencing care, professionals and Care Inspectorate employees. Their feedback helps to influence and improve what we do so that people have a better experience of care. So far, we have held seven consultations.

Next steps April 2023–March 2025

- Continue to widen participation opportunities to be more inclusive and accessible to people with protected characteristics. The Working Together Group is being reviewed in light of this work.
- Embed the [Lundy model](#) of participation into all aspects of our work.
- Improve measurements around engagement activity.
- Increase the number of volunteer recruitment campaigns to increase the diversity of our volunteer workforce.
- Improve our equalities monitoring for volunteers, including asking existing volunteers to refresh their equalities information.
- Develop an easy read version of our volunteer application form that is accessible for people living with a learning disability.
- Continue our work towards the family firm approach which involves providing enhanced support to looked after young people and care leavers.
- Collaborate with the following organisations:
 - LUNA (learning to understand needs and abilities). This is a charity run by young people with disability and lifelong illness. A webinar is planned for early 2023 and will cover what we mean by disability, what language to use, what it means to us to be proud of our disabilities, and how to work with disabled children and young people.
 - Each and Every Child to deliver training to help our workforce, reframe how we talk think and feel about care experience.
 - Volunteer Scotland to advertise our volunteering opportunities with the aim of reaching a more diverse group across Scotland.
- Communicate the Care About Physical Activity messages for people to achieve their personalised health and wellbeing goals.



Equality Outcome 3 issue:

Twelve per cent of our workforce have declared that they have a disability, and our employee engagement survey showed our inclusion scores were less positive amongst disabled employees. Just over 1% of our workforce is from a minority ethnic community. Employee disclosure rate is 85%.

Equality outcome 3	Outputs and outcomes	Activities	General duty
<p>We will seek to increase the number of Care Inspectorate disabled employees and employees from the minority ethnic community. We will increase applications by 5% for each. We will also increase the number of employees who share their equalities information with us to over 90%.</p>	<ul style="list-style-type: none"> • Increase of 5% in applications from disabled people and people from minority ethnic groups respectively. • Ensure we retain this talent. • Achieve Disability Confident Employer (Level 2). • Employee disclosure rate of 90% or higher. • Employees from these communities may volunteer to share their lived experience with our leaders. 	<ul style="list-style-type: none"> • Undertake an assessment of any racism and structural barriers that potentially might exist within our organisation, and integrate our ambitions into our next corporate plan. • Work with the Council of Ethnic Minority Voluntary Sector Organisations and BEMIS (a national ethnic and cultural minorities-led umbrella body supporting the development of the ethnic minorities voluntary sector), Disability Confident, Inclusion Scotland, and Glasgow Disability Alliance to use the Scottish Government toolkit to develop more inclusive recruitment practices. • Sign up to the Business in the Community Race Charter • Add an equality and diversity question to our employee exit questionnaire • Monitor our turnover of disabled and minority ethnic staff. • Facilitate and support set up of any desired disabled employees’ network. • Introduce mentoring schemes that are about sharing lived experience. 	<p>Advance equality of opportunity.</p>

Equality outcome 3

The aim of equality outcome 3 is to help us develop an increasingly diverse and inclusive workforce. We have a specific focus on the protected characteristics of race and disability. We are looking at how we attract and recruit new employees and how we develop, support and listen to our existing workforce. Good data collection and workforce information are also a priority as they will provide valuable insights into our workforce and help with evidenced based decision making.

Activity: increasing the number of Care Inspectorate employees from the minority ethnic community to improve the diversity of our workforce

Achieved

- Pledged our support to the [Fair Work Minister's Public Sector Leadership Summit on Race Equality in Employment](#).
- Working towards our Race Equality in Employment Plan which we refer to in our Corporate Plan.
- We now have an Executive Sponsor for race.
- Signed up to the Business in the Community Race Charter.
- Shared learning resources to raise awareness of discrimination during Race Equality Week.
- Held a race webinar: Racial bias at work - The employees' perspective.
- Ran an event with Sir Geoff Palmer during Black History Month; feedback from the event is shared below.

"A revelation to hear about Black History... fascinating."

"Thought provoking, staff team will continue to think about it today and beyond... highlight of the week."

"Listening to you today has reminded me of my own childhood growing up in Brixton... I was privileged to experience Caribbean culture."

- 1.36% of our workforce is from a minority ethnic group, this is a small increase since we last reported.
- Following good practice principles set out in the [Scottish Government's Minority Ethnic Toolkit](#) that offers public sector organisations advice when looking to improve the diversity of their workforce by recruiting more people from minority ethnic backgrounds.
- Created a recruitment infographic with diverse imagery

that we use for job adverts on social media to attract a diverse pool of job applicants.

- Conduct face-to-face exit interviews. The exit interview form guides the conversation to explore themes including 'fairness and equal treatment', however the conversation is guided by the employee's responses.



Activity: increasing the number of Care Inspectorate disabled employees to improve the diversity of our workforce

Achieved

- 11.68% of our workforce is living with a disability, a slight decrease from our last report.
- Improved access for organisational learning events to prompt staff to make any accessibility requests.
- We are continuously improving the recruitment process to make it more accessible. Currently we offer:
 - a conversation with people prior to interview around reasonable adjustments. This support continues to our onboarding and induction process
 - a hybrid approach to interviews (such as a combination of Microsoft Teams/ face to face interviews).
- Supporting neurodiverse employees with:
 - [TextHelp Read&Write](#) – a literacy support tool that offers help for everyday tasks
 - Dragon Professional – a voice activated tool that offers help with dictation and transcription.

Activity: creating new employee networks and strengthening existing employee networks, to influence and further embed equality, diversity and inclusion

Achieved

Race equality group

- Established an internal race equality group to share lived experience and to work with CEMVO (Council of Ethnic Minority Voluntary Sector Organisations), on becoming an anti-racist organisation, looking at:
 - intelligence, data collection and analysis
 - reviewing policies and procedures
 - support around undertaking our assessment of any potential racism and structural barriers that might exist within our organisation
 - recruitment
 - stakeholder (customers, providers, and our workforce) and community engagement.

Disability group

- Established a disability group to share and discuss experiences of individual disability. The group has:
 - developed a disability engagement plan
 - shared views on the Disability Confident Scheme Level 2 action plan
 - written two lived experience blogs, which has generated discussions on Yammer, our internal networking platform. Feedback from an employee who shared their lived experience below.

"As it turned out, it was a story that resonated with a lot of people, and on a personal level, I found it quite cathartic, but more than that; it has driven conversations and discussions that I almost certainly wouldn't have had otherwise. I learned a lot in the writing of that blog, not least that there is intrinsic power to lived experience, and I find myself thinking of ways we can harness that, to better shape our policies and the decisions we make."

Carers group

Invited employees with caring responsibilities to a 'Care for a Cuppa' event during Carers Week in June 2021.

"Bringing unpaid carers together to talk about their experiences is invaluable. We can underestimate how very important it is just being able to talk and have someone listen. The Care for a Cuppa was about creating a safe space for people with caring responsibilities to come together and share their knowledge and experiences."

Amanda Tough, Involvement and Equalities Team Manager and also a carer

Worked with Healthcare Improvement Scotland for Carers' Rights Day in November 2021, and hosted a joint webinar to:

- raise awareness and knowledge of the role of unpaid carers
- ensure unpaid carers know their rights (including the Equality Act 2010)
- inform unpaid carers of the different support on offer
- provide opportunities to shape future event themes for unpaid carers
- share ideas to help us support unpaid carers.

Co-hosted webinars for Carers' Rights Day in November 2022 with:

- NHS Education for Scotland
- Dundee Carers Centre.

We are working with Dundee Carers Centre to develop a Care Inspectorate carers network; it will be a short-term group (meeting once a week for around six weeks in 2023) where carers plan what they

"To me, caring for a loved one of any age, is a privilege, as challenging as it can often be. There can be anxiety, fear and uncertainty for all, and it can be an emotional path as the relationship paradigm shifts, intergenerational or otherwise. As a carer, it can be easy to block out your own feelings in favour of the person you are caring for. One in three people will be carers at some point in their lives and Carers' Rights Day is an important opportunity to celebrate the role of carers."

Arvind Salwan, Strategic Communications Adviser and also a carer



want to discuss. Each session is an opportunity for the carers to learn with and from each other; with support from the team and guest speakers if required.

LGBT charter champion group

- Delivers the LGBT Youth Scotland Charter and supports our work as a Stonewall diversity champion.
- Meets with LGBT Youth Scotland, to discuss learning needs, and works with them on our pride cafes and sector specific guidance.
- Supported our submission to the Proud Scot Award, following our nomination. On 3 June 2022, we won the [Proud Scotland Employer Award - Large Employer](#) (over 500 employees). This award recognises employers who have led the way in creating a culture conducive to happiness and security within the workplace for employees who identify as LGBTQI+ (Lesbian, Gay, Bisexual, Trans, Queer, Intersex).



Interfaith group

A self-organised group that focuses on faith issues, faith in the workplace and encourages employees to get together as a community in a social setting. This offers an opportunity for connection and awareness raising.

Parents' group

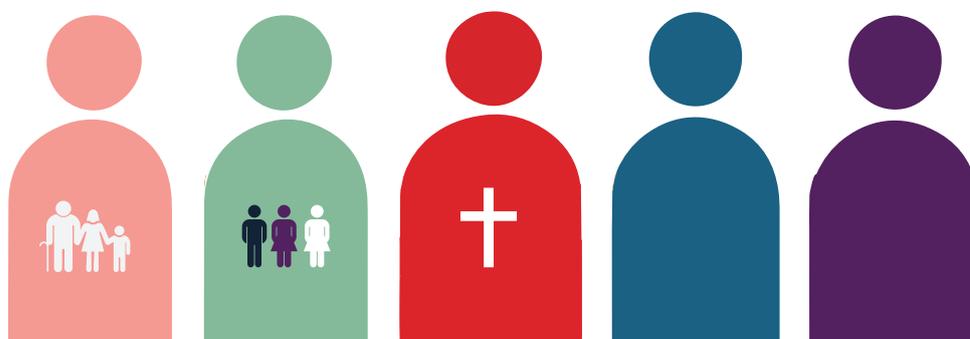
During the pandemic, a parents' Yammer group was established which now has 67 active members. It is open to all parents and carers of any sex, gender identity and sexual orientation.

Corporate equality group

The group steers the delivery and progress of the actions from our equality outcomes. We now have a member of our operational leadership team on the group who is a chief inspector.

Next steps April 2023-March 2025

- Continue to make improvements to recruitment and selection and work with CEMVO to embed an anti-racist an intersectional approach.
- Work towards the Scottish Government’s [A Fair Work Action Plan: Becoming a leading Fair Work Nation by 2025](#) and [A Fairer Scotland for All: An Anti-Racist Employment Strategy](#).
- Work with Disability Confident, Inclusion Scotland, and Glasgow Disability Alliance.
- Improve our ‘return to work’ process by adding a disability question to our new online sickness reporting system.
- Improve equalities reporting on our self-service payroll and HR system to report on applications received by protected characteristic including disability and race, reduce number of self-identified ‘unknowns’ in our staff information reports, increase staff disclosure rate to 90% (since we last reported it has decreased by just over 14%) and to increase declaration rates for leavers.
- Create an animation to support and encourage staff to complete their equalities data.
- Continue to work with non-departmental public bodies’ equality forums to:
 - strengthen links between the individual organisational employee network groups
 - create opportunities for shared learning and collaboration.
- Through our new strategic workforce plan, introduce mentoring schemes for colleagues within minority groups to share their lived experience with our leaders.



Mainstreaming equality to meet our legal responsibilities under the Equality Act (2010)

This outlines the progress we have made in meeting our specific legal responsibilities.

Equality impact assessments

In January 2022, we appointed an equality impact assessment adviser to work with us for 12 weeks to:

- move our equality impact assessment process online
- increase user confidence and competence
- update our timetable for review
- update and improve our intranet and website.

This was completed to help ensure staff know that in addition to eliminating unlawful discrimination, we use impact assessments as a tool to advance equality of opportunity and foster good relations. To This has resulted in an increase in the number of equality impact assessments completed

Island community impact assessments have been included in our process and we held an island-only event as part of our corporate plan consultation. We have completed assessments for our corporate plan and for our joint inspections, including joint inspections of adult support and protection in the three island partnerships – Western Isles, Orkney, Shetland.

We continue to promote our equality impact assessment toolkit which includes:

- a how-to guide
- an evidence gathering form
- the Scottish Government's animation Mountains for All
- e-learning
- a video of a recorded training session
- guidance from the Equality and Human Rights Commission.

Public procurement

We are working to ensure procurement processes are inclusive, and we aim to partner with diverse suppliers wherever possible. We are achieving this through our:

- revised procurement strategy
- invitation to quote
- invitation to tender.

Publishing public information in accessible formats

We continue to offer translations, alternative formats, interpreters, and translators on request. Our website meets our duties for disabled people under the Equality Act (2010). The [Recite Me tool](#) provides greater functionality to website visitors with different accessibility needs. The functionality includes text-to-speech functionality, dyslexia software, an interactive dictionary, and a translation tool with over 100 languages, and it works across all devices.

Our social media content is accessible by including:

- camel casing
- alt text images
- closed captions
- subtitled videos
- colours and fonts with the correct contrasting.

We have worked with:

- British Sign Language interpreters for online events
- Happy to Translate to develop a bespoke version of their app to allow inspectors to engage with young people who have English as a foreign language. The app was launched in the inspection year 2022-2023.

Our facilities

We ensure our workplaces and any event spaces we use are accessible, inclusive and safe for staff, volunteers, and members of the public. We are currently trialling hybrid working and gathering monthly feedback from our workforce on how this is working. This data will inform future decision-making on how we work.

Mainstreaming equality as a scrutiny and quality improvement support body

Leadership, governance and decision making

Our new [Corporate Plan 2022](#) shows our commitment to maintain a focus on people's rights, choices, and individual outcomes.



Our Values

Person-centred:

we will put people*, compassion and kindness at the heart of everything we do.

Fair:

we will act fairly and consistently, be transparent and treat everyone equally.

Respectful:

we will be respectful in all that we do.

Integrity:

we will be impartial and act to improve care for all those in Scotland.

Efficient:

we will provide the best possible quality and public value from our work.

Equality:

we will promote and advance equality, diversity and inclusion in all our work and interactions.

*infants, children, young people, adults and older people

Our leaders continue to work in partnership with the trades unions. Our [Partnership Agreement](#) outlines our commitment to equality and diversity and references the values of the Scottish Government's [Fair Work Framework](#). Both activities help to create a safe, diverse and inclusive workplace.

In 2022, we introduced a new value on equality that will help us to embed equality further into all we do, including recruitment and selection, leadership and our performance management processes. Insert infographic of new value.

In April 2021, we also published our first [Equality, Diversity, and Inclusion Strategy 2021-2025](#).

Promoting a culture of equality, diversity, and inclusion is at its core and we have committed to:

1. ensure that all our work reflects the voice of people who experience care
2. promote fairness, equality, diversity and inclusion in all that we do
3. promote dignity and respect and human rights for all
4. recognise and value individual differences and the contributions of all
5. treat people fairly and according to their needs
6. have a zero-tolerance approach to all forms of discrimination, harassment, bullying or victimisation
7. have a culture where everyone feels valued and included.

Our 2021 equalities audit reviewed the arrangements put in place to develop reporting on equalities and diversity against the good practice guidance issued by the Equality and Human Rights Commission and the Scottish Government. The review focused primarily on the systems and procedures in place. The report is a very positive one and we were awarded an overall grading of 'good'.

Inclusive leadership, skills and behaviours are demonstrated by:

- our senior leadership team signing a statement of intent on equality, diversity and inclusion
- pledging our support to the Fair Work Minister's Public Sector Leadership Summit on Race Equality in Employment
- sponsoring our employee network groups and their visible support during events such as [Pride](#)
- completing the bespoke learning curriculum and face-to-face training for our board and strategic leadership team.

In November 2022, a board development day, focused on leading inclusively at the Care Inspectorate. Below is some feedback from board members.

"It was good to have the time and space to reflect on inclusive leadership and my personal style of inclusion."

"...For me the key outcome was that we all have our personal biases, and we have work to be aware of them and how they impact on our decision making and relationships, but also that as a board member we have to be role models for the organisation."

The attendees recommended this training (or similar) for our strategic leadership team, operational leadership team and potentially for colleagues who attend our manager's forum. Plans to implement this are underway for 2023.

Equality impact assessment training sessions have also taken place with our strategic leadership team. Changes have been made to our committee report templates to enhance our internal checks and balances around decision making.

Collective leadership

We partnered with [The Lens](#) to deliver our first 'Intrapreneurship' programme. This programme encourages staff to share innovative ideas and opportunities. Their ideas had to focus on improving outcomes for people and reducing inequality.

Scrutiny and assurance

We produced supporting information, publications, toolkits and videos as follows.

- [New quality frameworks](#) for inspection and self-evaluation that have a focus on equality, non-discrimination and human rights were developed.
- We focused on children's rights, wellbeing, experiences and if their rights are being upheld using new key question 7 "How well do we support children's wellbeing"?
- We continued to work collaboratively with the [Scottish Physical Restraint Action Group \(SPRAG\)](#) on a [Self-evaluation tool: The use of restrictive practices](#) to reduce the unnecessary use of restraint.
- We launched [notification reporting](#) on the use of restrictive practices for residential children and young people's services. A live spreadsheet provides improved information on number of restraints, types of restraint and restrictive practices being used.
- We continued to work on areas for improvement as identified in the Deprivation of Liberty **thematic review** and the unlawful detention of care-experienced children. The review highlights examples of involving children and young people in decisions about things that involve them.
- We ensured children and young people's rights are protected and help to reduce cross-border placements into Scotland through our [Distance placements report](#) published May 2022.
- Published [Looked After Children and Young People: Admissions Guidance for Residential Services June 2022](#).
- Published [Care Homes for Children and Young People - The Design Guide](#) to support applicants and providers with design, planning and construction considerations. Children were asked what was important to them in care home design.
- Supported refugees and asylum seekers across Scotland by registering safe and accessible accommodation, for children, young people and their guardians.
- We continued to provide detailed evidence and contribute to the Scottish Child Abuse Inquiry as a core participant, and to learn lessons from this to inform and improve practice.

Quality improvement support

In addition to the achievements listed in equality outcome 2 we carried out the following.

- Presented a session on 'Standards, rights and equality' at the Care Home Falls and Frailty Forum, in May 2022. This covered responsibilities under the public sector equality duty and included social practitioners.
- Started to test PainChek, a pain monitoring app, which uses automated facial analysis to help individuals who are not able to verbalise the extent of their level of pain. This is being tested in care homes, most of the participants will have a disability or a long-term health condition.
- Worked with Public Health Scotland and key stakeholders including the Scottish Commission for Learning Disability, Scottish Government, People First National Gender-Based Violence and Learning, Intellectual Disabilities Steering Group on developing a Learning Disability, Relationships and Care Providers Guidance.

Information technology, digital and transformation

In building new digital solutions like our registration and complaints apps, we adhere to design principles that ensure these tools are accessible. These principles are formalised by the [Digital Scotland Service Standard](#), which aims to ensure that public bodies are designing and delivering services that are inclusive and accessible to meet the needs of users.

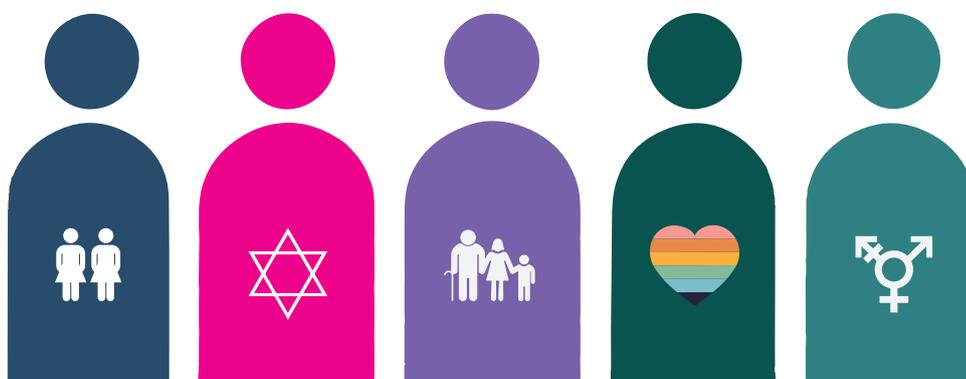
Equality data

We are working closely with the Scottish Government and other statutory agencies as part of a significant change programme to [integrate data across health and social care and are named in Scotland's Equality Evidence Strategy 2023-2025](#). This involves collaborating with colleagues in Public Health Scotland and Healthcare Improvement Scotland to create unified data sets.

During 2021 we:

- participated in the Equality Data Improvement Programme
- shared the [Chief Statistician's guidance on sex, gender identity, trans status - data collection and publication](#) with our workforce.

In 2023, we will be jointly reviewing the content of our annual returns with the Scottish Social Services Council. This is a key source of social care workforce [data](#).



Mainstreaming equality as an employer

Positive progress has been made with the [Strategic Workforce Plan](#), which was reviewed during 2022/23 in line with the new [Corporate Plan](#). It sets out our ambition to be an inclusive employer of choice and has a strong focus throughout on equality, diversity and inclusion of staff and volunteers.

Policies, procedures and processes

We have the following policies in place to support non-discrimination.

- Equality and Diversity
- Dignity at Work

Since 2021, we have updated our policy review programme and refreshed our policy review group, which helps to shape our people management policies.

Equality outcome 3 requires a recruitment process that is accessible and inclusive. We work hard to ensure it is free from bias and aim to increase diversity at every level of workforce. Since 2021, we have:

- updated the equal opportunities form for recruitment of employees
- removed data in the application form that might reveal personal information about an applicant and introduce unconscious bias
- moved to the design and development stage of improving our self-service payroll and HR system
- shared HR workforce equalities data at the quarterly board meetings.

In November 2022, we met with the assessor from Investors In Young People to discuss the report and areas for improvement. We continue to offer a wide range of opportunities for young people including:

- modern apprenticeships
- internships
- work placements through partnering with universities (placement examples include allied health professional, human resources, and sustainability)
- volunteering
- advertising on Skills Development Scotland, My World of Work website.

Next steps April 2023-March 2025

- Work with 'Changing the Chemistry', to increase the diversity of our board.
- Promote 'Happy to Talk Flexible Working' and 'Working Families Scotland' in our recruitment literature to show we are an inclusive and flexible employer.
- Advertise on a wider range of job boards to attract a more diverse group of job applicants.
- Develop a transgender inclusion policy.
- Review our Equal Pay Statement, Equality and Diversity Policy and family friendly policies.
- Take forward the Hybrid Working Policy.

- Improve our diversity and inclusion data and metrics by introducing changes to our self-service payroll and HR system during 2023.

Learning and development

We developed and implemented three bespoke equality e-learning curriculums. Equality, diversity and inclusion is firmly embedded in our learning and development programme with:

- 28 e-learning modules available to all colleagues through the learning management system (LMS) with more added quarterly
- a calendar of webinars and events

Pride in care events

We held our first virtual pride in June 2021. This involved:

- the LGBT Charter group taking over our social media page for a day (messages from allies, colleagues, LGBT+ Charter group, executive sponsors)
- co-hosting a [webinar](#) with Life Changes Trust and LGBT Health and Wellbeing (66 people attended)
- facilitating three conversation cafes for the sector and our workforce - the focus was on ['Proud to Care: LGBT and Dementia A Guide for Health and Social Care Providers'](#), language and sharing good practice.

Second virtual pride in July 2022. This involved:

- LGBT Charter group social media take over day - same format as 2021
- facilitating six conversation cafes for the sector and our workforce - the theme was the LGBT+ community and different identities within it and covered:
 - deafness, neurodiversity and diverse gender identities
 - LGBT young people
 - LGBT families
 - transgender lived experience
 - language
 - sharing good practice.

We co-hosted the cafes with Four Pillars, LGBT Health and Wellbeing and LGBT Youth Scotland. A range of individuals were also invited to share their lived experience. Here is some feedback from the events we have ran.

"Great to know we are looking towards the future; I would have hated to know somebody could not be themselves if they were living in my care home."

"Really enjoyed the examples of stories... this really helps to bring the issues to life and helps us as inspectors to think of ways to frame conversations with providers with improvement in mind."

Next steps April 2023-March 2025

- Deliver training as agreed in the learning needs analysis.
- Continue to deliver events that focus on lived experience.
- Produce a video on equalities for our Professional Development Award (PDA).
- Deliver more learning events with leaders, our workforce and the sector.

Culture and employee engagement survey

Our employee survey provides intelligence to measure inclusion, fair treatment, discrimination, engagement and trust. The 2022 survey results showed that we have stayed the same or improved in five areas since 2019. One area showed a 6% percentage decline; this was around individual opinions of discrimination cases being resolved. Human resource colleagues are looking at the cases to see if any lessons can be learned.

Communication and engagement with our workforce

Internal communications help to inform and include our workforce in the conversation around equality, diversity and inclusion. Our equality professional adviser presents regular updates to the directorate management teams. We also:

- celebrate equality dates together through all staff email, blogs, equality intranet pages, the equality calendar.
- use our internal networking platform Yammer for conversation and to share practice, ideas, comments and lived experiences
- promote awareness about commemorative dates that are important to different minority groups through our social media channels.



Employee health and wellbeing

We support colleagues to have wellbeing conversations as part of our performance management process. This includes talking about any reasonable adjustments that might be needed for disabled employees. Human resource colleagues are engaged in all sickness absence discussions and have recently had training in absence and performance management to ensure their knowledge and skills are up to date.

We share information to help colleagues access the support they need including:

- access to support scheme
- employee assistance programme
- health promotions and awareness days
- the Unmind self-help app
- menopause Yammer group and focus group.

Next steps April 2023-March 2025

- Update our stress risk assessment process.
- Develop wellness action plans/passports (for colleagues living with disability/long term health conditions, carers and menopause).
- Create a menopause policy/toolkit.
- Focus on women's reproductive health and men's mental health.



"People may communicate using alternative formats such as Makaton or visual formats. Staff will need to learn the person's language... People living with a learning disability and dementia may also experience environmental barriers to maintaining independence... Signage should be at eye level and in accessible formats, to enable people to find their way around the home. The height and depth of seating should be considered to enable people to get up independently. I believe the guidance is really important and will support staff to ensure people to experience positive transitions and good outcomes."

Sharon Ward, inspector and report contributor



External employer professional accreditations

Our relationships with key organisations have helped us learn and deliver good practice and achieve the following.

- Completed our first Stonewall Workplace Equality Index and were awarded the Bronze employer award.
- Continued to make progress against our LGBT Youth Scotland Foundation action plan.
- Achieved Level 2 of the Disability Confident Scheme.
- Attained Level 2 Carer Established Award
- Signed up to the [Carers of Dundee Carers Charter](#).
- Accredited living wage employer.

Awards and charter images

<https://www.careinspectorate.com/index.php/awards-and-charters>

Next steps April 2023-March 2025

- Stonewall Workplace Employer Index plan - continue to make progress with the actions we have identified as a priority.
- Agree training model and apply for renewal of the LGBT Youth Scotland award in 2023.
- Continue to review our progress against Disability Confident Level 2 plan.
- Apply for Carer Positive Award level 3 in November 2023.



The Prince's Responsible Business Network
Race at Work Charter signatory

Equality work with external partners

Working with external partners, including other regulators, helps us to have a greater impact in terms of embedding equality into our day-to-day work.

Scottish Government

We are part of the Scottish Government's Human Rights Executive Board, which is the key decision-making group for considering the recommendations of the National Taskforce. We are supporting the Scottish Government to draft new human rights legislation.

Our work with the Scottish Government has involved working closely with the new Directorate for Equality, Inclusion and Human Rights on proposals for scrutiny bodies to assume greater powers regarding improving compliance with human rights requirements.

Scottish Human Rights Commission (SHRC)

We are:

- part of the leadership panel for the [Scottish National Action Plan \(SNAP\)](#) on human rights
- involving the SHRC in developing and delivering our Professional Development Award (PDA) to ensure that it reflects current human rights and equality policy, practice, and approach to learning.

Scottish Social Services Council (SSSC)

We work with the SSSC to improve the equality and diversity of the social care workforce through recruitment. We are currently reviewing our joint guidance on safer recruitment to strengthen the advice given to employers on how to increase diversity and remove any potential racial discrimination from the recruitment process. The guidance provides:

- a rights-based approach to recruitment
- detailed advice on reducing discrimination and promoting positive action about age, race and disability.

The review also aims to reduce the barriers to employing people with care experience and thereby improving outcomes and life chances.

In December 2022, we issued a [joint statement](#) supporting the rights of refugees to work and promoting the recruitment of refugees across the care sector.

We are also actively supporting the SSSC to review their codes of practice to have a greater focus on rights, relationships, and equality, aligned with the Health and Social Care Standards.

Healthcare Improvement Scotland (HIS)

National standards for introducing the Barnahus model to Scotland are being jointly developed by the Care Inspectorate and HIS on behalf of the Scottish Government. The Barnahus model offers

the opportunity for a system-wide transformation of how Scotland responds to children who have experienced or witnessed harm and trauma. The standards are due to be finalised in February 2023. In October 2022, we published [My new home supporting people with an intellectual/disability and advanced dementia moving into a care home guidance for staff](#). This was in response to the fact that people living with a learning disability are living longer and are more likely to develop dementia than people in the general population.

NHS Education Scotland (NES)

We are participating in NES' Leading to Change programme. This supports compassionate and collaborative diverse leaders at all levels across health, social work and social care in Scotland. It has a focus on equalities interventions (the current priority is race).

We also have input into the review of equal partners in care learning resource for social care staff.

Age Scotland

We worked with Age Scotland on developing and consulting on our age inclusion matrix, which supports our commitment to providing an age-inclusive environment, where staff feel valued, respected and able to contribute to their full potential at all ages and stages of their career. The matrix was completed in June 2021 and shared with our operational leadership team. We continue to work towards the ongoing actions.

In Sept 2022, our involvement and equalities team attended a summit with Age Scotland; Dementia and Rights Made Real in Care Homes. The discussion was focused on care home residents and included how we:

- identify, and respond to what is important concerning their right to vote
- support them to exercise their right to vote in the ways that matter to them.

Gender-equal play

We jointly chair a working group on gender-equal play in early years. This group works to raise awareness and challenge the root causes of gender imbalances in early learning and childcare.

The Electoral Commission, Aberlour and the Children and Young People's Commissioner

As part of raising awareness of the rights for young people to vote in the Scottish local council elections on 5 May 2022, we co-hosted Welcome to your Vote webinars. These took place on Friday 25 February 2022. The webinars supported providers to make links to the:

- United Nations Convention on the Rights of the Child (UNCRC)
- Health and Social Care Standards
- barriers to voting encountered by some care experienced young people (and practical ways on how to overcome them to ensure non-discrimination and equality).

Stand Up for Siblings and Clan Childlaw

We have worked in partnership with both these organisations to enhance the rights of siblings to live together and remain connected. Legislation and implementation guidance have both been introduced. Our contribution has included introducing flexibility around care service registration requirements.

Who Cares Scotland

We worked with Who Cares Scotland to deliver corporate parenting training to 65 employees.

Scottish Public Services Ombudsman (SPSO)

As one of the few scrutiny bodies with a statutory duty to directly investigate complaints, we work closely with the SPSO to uphold the rights of complainants. We are currently helping them to develop a national child-friendly complaints process.

Consultations

We contributed to the following consultations relating to equality.

- National Carers Strategy
- Equality evidence finder
- National Care Service equality impact assessment
- Public Sector Equality Duty review.



Appendix 1: Equality information by protected characteristic

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Introduction

Mainstreaming of equality is a journey of continuous improvement and to monitor our progress and ensure our focus is in the priority areas we provide our Strategic Leadership Team and Board with an annual update of progress against our outcomes. We will share our next annual equalities progress report with our Board in April 2024.

In 2023 we will be making some changes to our self-service payroll and HR system during 2023. The changes will aim to improve:

- our 'return to work' process by adding a disability question.
- equalities reporting by reducing the number of 'unknowns.'
- staff disclosure rates to achieve 90%.
- recruitment information.
- declaration rates for leavers.
- pay gap reporting.
- our ability to benchmark with other with other organisations across the public sector. We aim to achieve this by aligning our changes with the Equality Data Improvement Programme and other relevant guidance.

1. Summary of workforce data: key findings equality information by protected characteristic

In 2023, we have 659 employees; this has increased by 32 employees since we last reported in 2021.

Age

- We have low numbers (0.91%) of employees under the age of 25, although it has increased slightly since 2021.
- People aged under 16 made up 17% of the Scottish population in 2017 and 64% of people were aged 16 to 64. Source: [Mid-2018 Population Estimates Scotland](#) (Last updated: April 2019, NRS.) We will continue to balance our age profile and support our older workforce by working with Age Scotland on our Age Inclusive Matrix, our Youth Employment Strategy and through our Strategic Workforce Plan.
- 74% of the workforce are aged 45 or over, this is consistent with the last time we reported.
- Part time working is popular with employees aged 55 and over (59% of part time workforce).
- Across all age ranges, we have a high level of participation in learning and development. However, learning and development is most popular amongst employees aged between 55-64.
- Our workforce profile highlights that we have an ageing workforce with a significant proportion of staff eligible to retire over the next three years. Due to the specialist nature of our roles and the requirement for previous experience, we typically attract people at an advanced stage in their career and therefore tend to be older when they join the Care Inspectorate. We recognise the need to strengthen how we support talent management and succession planning.
- Scotland's population is ageing compared with previous decades. There is also a higher ratio of females to males in older ages, reflecting the longer female life expectancy. In 2021, 64% of Scotland's population was between 16-64. Scotland's population has been increasing since 2000, but growth differs by age. In the last two decades, the number of people aged: 0 to 15 years (children) has decreased by 58,900 (-6%). 16 to 64 years has increased by 207,900 (+6%). 65 years and over has increased by 266,700 (+33%). Source: [Mid-2021 Population Estimates, Scotland](#) Published 13 July 2022

Disability

- 11.68% of our employees identify as disabled, this has decreased from 14.6% in our last report, which is a significant but is likely to be due to more 'unknowns' in the system (24.28%).
- 3.64% of our part time workforce identify as disabled.
- The 2011 Scottish census stated that 20% of people living in Scotland had a long- term limiting health problem or disability. 120,000 in people in Scotland have a learning disability. 47.4% of disabled people are in paid employment 5.1% of people who have a learning disability are in paid employment (Enable Scotland slides, Inclusion Scotland Disability Inclusion at Work Conference, 4 October 2022).

- Research tells us that some disabled people face barriers to employment. Our equality outcome 3, identifies an action to advance equality of opportunity and makes this a priority.

Gender reassignment

- No employees have reported having the protected characteristic of gender reassignment. 15 prefer not to say and 25.64% are 'unknown'.
- This trend is reflective of the Scottish population as it is estimated that between 0.6% and 1% are trans. External Source: [Gender Identity Research and Education Society \(GIRES\) - The number of Gender Variant People in the UK \(update 2011\)](#) (Published: 2011, GIRES).
- As of May 2018, around 0.5% of the Scottish population (24,000 people) were estimated to be trans. The Scottish Public Health Network Report on the Health Care Needs Assessment of Gender Identity Services suggests that 0.5% is the most often quoted likely prevalence of trans people. Further data would be required to confirm whether this figure is still accurate in 2022.
- We continue to promote the rights of trans people through the work of the LGBT Champion Charter Group. In July 2022, we held a conversation café as part of our virtual pride programme and Care Inspectorate employees and colleagues from the care sector heard the lived experience of a transgender individual.

Marriage and civil partnership

- The marital status of most of our workforce is either 'unknown' (almost 60%) or married (around 25.49%). Employees are asked to complete their marriage and civil partnership information in a separate part of the system to the other equalities information which may account for the high number of 'unknowns'.

Pregnancy and maternity

- Although we have a predominantly female workforce, we have small numbers of pregnant employees. This is potentially due to our age profile.
- We continue to support all employees during pregnancy and within their maternity leave period through a variety of family friendly policies. These include but are not limited to shared paternity leave, dependent leave and the opportunity to apply and be considered for part-time work or flexible working arrangements.

Race

- 71.62% of our employees are white, 24.89% is 'unknown', 2.12% is prefer not to say and the remainder 1.37% are from minority ethnic communities, this figure has increased slightly since we last reported. Almost 25% are 'unknown'.
- No successful flexible working requests and no known internal promotions from people from a minority ethnic community.
- We have committed to undertaking an assessment of the Care Inspectorate's understanding of racism and to identify any structural barriers that may exist to help us better reflect the Scottish population. This includes an analysis of our recruitment and selection processes and engagement with ethnic minority groups. We are also introducing the positive action measures in equality outcome three to encourage more applications from the minority ethnic community.

- Minority ethnic adults represented 4.6% of the Scottish population in 2018, Source: [Scottish Surveys Core Questions 2019](#) (Last updated: January 2021).

Religion or belief

- Most employees report to have no religion (35.05%) 'unknown' is (24.43%) or identify as belonging to the Church of Scotland (17%).
- In 2018, Christian (Church of Scotland, Roman Catholic and Other Christian) represented 46% of the adult population. Over the past decade there has been an increase in the proportion of adults reporting that they do not belong to a religion, this has increased from 40% in 2009 to just over a half of adults (50%) in 2018. Source: [Scottish Surveys Core Questions 2019](#) (Last updated: January 2021).

Sex

- 80.73% are women, 19.27% are men.
- 92% of our part time workforce are women.
- Our workforce does not reflect the Scottish population which had a relatively even split between the sexes in 2018, with 51% women and 49% men. Source: [Mid-2019 Population Estimates Scotland](#) (Last updated: April 2020, NRS). It does, however, replicate the occupational population of the care sector that we traditionally recruit from where women accounted for 80% of health and social care worker roles in 2019. Source: First Minister's National Advisory Council on Women and Girls 2020 Report and Recommendations.

Sexual orientation

- Almost 67.22% heterosexual this is a decrease from 76% in 2021, this is likely due to the number of 'unknowns' (almost 25%)
- Over 3% self-identified as lesbian, gay, bisexual or other.
- Around 95% of the Scottish population identify as heterosexual. Source: [Scottish Surveys Core Questions 2019](#) (Last updated: January 2021). We promote our work with the LGBT community by attending Pride, promoting that we are a Stonewall Diversity Champion and that we have the LGBT Youth Scotland Foundation Award. Our intention is to reach the LGBT community and show that we are a LGBT inclusive employer.

Gender identity

- In 2020 we introduced the question about gender identity, we understand this is not a protected characteristic, however we feel it is important to include this as an additional category.
- 60.09% identify as female, 13.35% identify as male, 2.12% are 'prefer not to say' and the numbers for identify 'in another way' are too low to share as it could potentially disclose individuals. 24.28% are 'unknown'.

Performance appraisal

One to ones shows all formal one to ones **completed** through the Learning Management System (LMS) within each reporting period. In 2021 work was completed to improve how one to ones are recorded within the LMS – the recording process was streamlined.

Currently, we are aware that most teams are engaging in both formal and informal one to ones, however work continues to encourage teams to make use of the LMS to record formal one to one notes. Throughout the Covid pandemic, to take account of the pressures staff were under, colleagues were advised that following the formal process and recording this through the LMS was optional.

Learning and development

Internal training shows all internal sessions attended during the period. The status will show as either Completed or Pending Evaluation – the meaning of pending evaluation is that the individual has been marked as attending but has not completed an associated evaluation.

External training shows all requests within the period, and completion dates for those who have completed their course during the period.

Please note that in terms of external training requests, individuals are responsible for updating their own record to show they have attended following the event. Therefore, some colleagues may still appear as 'Registered' when they have already attended the event.

In both 2021 and 2022 five external training requests were denied.

- In 2021/2022 reasons included: dates clashing with employee conference, applicant chose not to further application following discussion with line manager, duplicate requests from the same employee (another request approved). In one case no reason was given for denial.
- In 2022/2023 reasons included: Prioritisation of limited places, application submitted in error, alternative space on conference provided due to a colleague speaking at the event, more comprehensive business case needed, and one case of an individual incorrectly using this route to request training for their team (individual was advised to follow the scoping process for team requests, and this request was granted).
- The data is consistent across all protected characteristics and there are no obvious trends to indicate less favourable treatment.

Retention

We have a high level of staff retention, with low employee turnover (9.72%). The most common reason for leaving is resignation, however, we have had a significant rise in retirements in 2021, which is indicative of the age profile in the organisation.

Our turnover remains low in comparison to the overall UK public sector average of 13.6%. Linked to our age profile, we continue to see an increasing trend for retirements, and we anticipate this will continue for a number of years ahead.

Note: In all the tables featured numbers less than ten have been replaced with an asterisk (*) as per Equality and Human Rights Commission (EHRC) guidance to avoid the potential identification of individuals. To ensure these numbers could not be calculated by subtracting from the total number of employees, where necessary, we have also replaced the second smallest field with two asterisks (**).

2. Whole workforce information

Age whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
Under 25	*	*	*	*
25-34	5.74%	36	6.07%	40
35-44	17.54%	110	19.27%	127
45-54	31.90%	200	33.08%	218
55-64	39.07%	245	37.18%	245
65+	**	**	**	**
All People	100%	627	100%	659

Disability whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
Don't know	*	*	*	*
No disability	65.07%	408	59.94%	395
Prefer not to say	**	**	**	**
Unknown	18.82%	118	24.28%	160
Disabled	11.80%	74	11.68%	77
All people	100.00%	627	100.00%	659

Gender reassignment whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
No gender reassignment	77.19%	484	72.08%	475
Prefer not to say	2.39%	15	2.28%	15
Unknown	20.41%	128	25.64%	169
All people	100.00%	627	100.00%	659

Marriage and civil partnership whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
Civil partnership	*	*	*	*
Co-habiting	3.83%	24	3.49%	23
Divorced	3.51%	22	3.64%	24
Married	25.52%	160	25.49%	168
Prefer not to say	*	*	*	*
Separated	1.91%	12	1.82%	12
Single	4.15%	26	3.95%	26
Unknown	58.69%	368	59.64%	393
Widowed	*	*	*	*
All people	100.00%	627	100.00%	659

Race whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
African, African Scottish or African British	*	*	*	*
Any mix of multiple ethnic groups	*	*	*	*
Asian, Asian Scottish or Asian British	0%	0	*	*
Caribbean or Black	*	*	*	*
Other ethnic group	*	*	*	*
Prefer not to say	2.39%	15	2.12%	14
Unknown	19.46%	122	24.89%	164
White	77.03%	483	71.62%	472
All people	100.00%	627	100.00%	659

Religion or belief whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
Buddhist	0%	0	*	*
Church of Scotland	18.18%	114	17.00%	112
None	36.68%	230	35.05%	231
Other	*	*	*	*
Other Christian	**	**	3.03%	20
Prefer not to say	9.41%	59	8.50%	56
Roman Catholic	11.48%	72	10.47%	69
Unknown	18.98%	119	24.43%	161
All people	100.00%	627	100.00%	659

Sex whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
Female	79.43%	498	80.73%	532
Male	20.57%	129	19.27%	127
All people	100.00%	627	100.00%	659

Sexual orientation whole workforce

	%	Headcount	%	Headcount
	2021-2022	2021-2022	2022-2023	2022-2023
Bi/bisexual	*	*	*	*
Gay/lesbian	**	**	**	**
Heterosexual/straight	71.93%	451	67.22%	443
Prefer not to say	4.94%	31	4.55%	30
Unknown	19.14%	120	24.58%	162
All people	100.00%	627	100.00%	659

Gender identity whole workforce

	% 2021-2022	Headcount 2021-2022	% 2022-2023	Headcount 2022-2023
Female	63.64%	399	60.09%	396
In another way (please specify)	*	*	*	*
Male	14.83%	93	13.35%	88
Prefer not to say	**	**	**	**
Unknown	18.98%	119	24.28%	160
All people	100.00%	627	100.00%	659

3. Comparison between part-time and full-time workforce profile information

	Total headcount	No: Full time employees	No: Part time employees
2021-2022	627	500	127
2022-2023	659	546	113

Age 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Under 25	*	*	*	*
25-34	29	4.63%	*	*
35-44	91	14.51%	19	3.03%
45-54	180	28.71%	20	3.19%
55-64	184	29.35%	61	9.73%
65+	**	**	19	3.03%
All people	500	79.74%	127	20.26%

Age 2022-23

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Under 25	*	*	*	*
25-34	31	4.70%	*	*
35-44	110	16.69%	17	2.58%
45-54	199	30.20%	19	2.88%
55-64	191	28.98%	54	8.19%
65+	**	**	13	1.97%
All people	546	82.85%	113	17.15%

Disability 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Don't know	0	0%	*	*
No	328	52.31%	80	12.76%
Prefer not to say	19	3.03%	*	*
Unknown	100	15.95%	18	2.87%
Yes	53	8.45%	21	3.35%
All people	500	79.74%	127	20.26%

Disability 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Don't know	0	0%	*	*
No	331	50.23%	64	9.71%
Prefer not to say	19	2.88%	*	*
Unknown	143	21.70%	17	2.58%
Yes	53	8.04%	24	3.64%
All people	546	82.85%	113	17.15%

Gender Reassignment 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
No	381	60.77%	103	16.43%
Prefer not to say	13	2.07%	*	*
Unknown	106	16.91%	**	**
All people	500	79.74%	127	20.26%

Gender Reassignment 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
No	383	58.12%	92	13.96%
Prefer not to say	13	1.97%	*	*
Unknown	150	22.76%	**	**
All people	546	82.85%	113	17.15%

Marriage and civil partnership 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Civil partnership	*	*	*	*
Co-habiting	21	3.35%	*	*
Divorced	17	2.71%	*	*
Married	125	19.94%	35	5.58%
Prefer not to say	*	*	*	*
Separated	*	*	*	*
Single	24	3.83%	*	*
Unknown	295	47.05%	73	11.64%
Widowed	*	*	*	0.48%
All people	500	79.74%	127	20.26%

Marriage and civil partnership 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Civil partnership	*	*	0	0
Co-habiting	19	2.88%	*	*
Divorced	19	2.88%	*	*
Married	139	21.09%	29	4.40%
Prefer not to say	*	*	*	*
Separated	*	*	*	*
Single	24	3.64%	*	*
Unknown	326	49.47%	67	10.17%
Widowed	*	*	*	*
All people	546	82.85%	113	17.15%

Race 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
African, African Scottish or African British	*	*	*	*
Any mix of multiple ethnic groups	*	*	0	0
Asian, Asian Scottish or Asian British	0	0	0	0
Caribbean or Black	0	0	*	*
Other ethnic group	*	*	0	0
Prefer not to say	13	2.07%	*	*
Unknown	104	16.59%	18	2.87%
White	379	60.45%	104	16.59%
All people	500	79.74%	127	20.26%

Race 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
African, African Scottish or African British	*	*	*	*
Any mix of multiple ethnic groups	*	*	0	0
Asian, Asian Scottish or Asian British	*	*	0	0
Caribbean or Black	0	0	*	*
Other ethnic group	*	*	0	0
Prefer not to say	12	1.82%	*	*
Unknown	147	22.31%	17	2.58%
White	380	57.66%	92	13.96%
All people	546	82.85%	113	17.15%

Religion or belief 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Church of Scotland	86	13.72%	28	4.47%
None	186	29.67%	44	7.02%
Other	*	*	*	*
Other Christian	**	**	*	*
Prefer not to say	48	7.66%	11	1.75%
Roman Catholic	57	9.09%	15	2.39%
Unknown	101	16.11%	18	2.87%
All people	500	79.74%	127	20.26%

Religion or belief 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Buddhist	*	*	0	0%
Church of Scotland	89	13.51%	23	3.49%
None	193	29.29%	38	5.77%
Other	*	*	*	*
Other Christian	14	2.12%	*	*
Prefer not to say	44	6.68%	12	1.82%
Roman Catholic	55	8.35%	14	2.12%
Unknown	144	21.85%	17	2.58%
All people	546	82.85%	113	17.15%

Sex 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	379	60.45%	**	**
Male	121	19.30%	*	*
All people	500	79.74%	127	20.26%

Sex 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	428	64.95%	**	**
Male	118	17.91%	*	*
All people	546	82.85%	113	17.15%

Sexual orientation 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Bi/bisexual	*	*	*	*
Gay/lesbian	**	**	*	*
Heterosexual/ straight	351	55.98%	100	15.95%
Prefer not to say	26	4.15%	*	*
Unknown	102	16.27%	18	2.87%
All people	500	79.74%	127	20.26%

Sexual orientation 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Bi/bisexual	*	*	*	*
Gay/lesbian	**	**	*	*
Heterosexual/ straight	356	54.02%	87	13.20%
Prefer not to say	25	3.79%	*	*
Unknown	145	22.00%	17	2.58%
All people	546	82.85%	113	17.15%

Gender identity 2021-2022

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	299	47.69%	100	15.95%
In another way	0	0%	*	*
Male	86	13.72%	*	*
Prefer not to say	14	2.23%	*	*
Unknown	101	16.11%	18	2.87%
All people	500	79.74%	127	20.26%

Gender identity 2022-2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	309	46.89%	87	13.20%
In another way	*	*	0	0%
Male	81	12.29%	*	*
Prefer not to say	**	**	*	*
Unknown	143	21.70%	17	2.58%
All people	546	82.85%	113	17.15%

4. Flexible working successful applications

Age: flexible working successful applications		
	2021-2022	2022 -2023
25-34	*	*
35-44	*	*
45-54	*	*
55-64	*	*
65 +	*	0
All people	17	16

Disability: flexible working successful applications		
	2021-2022	2022 -2023
No	*	11
Prefer not to say	*	*
Unknown	*	*
Yes	0	*
All people	17	16

Marriage and civil partnership: flexible working successful applications		
	2021-2022	2022 -2023
Co-habiting	*	0
Married	*	*
Separated	*	0
Single	*	0
Unknown	10	10
All people	17	16

Gender reassignment: flexible working successful applications		
	2021-2022	2022 -2023
No	*	14
Prefer not to say	*	0
Unknown	*	*
All people	17	16

Race: flexible working successful applications		
	2021-2022	2022 -2023
Unknown	*	*
White	10	14
All people	17	16

Religion or belief: flexible working successful applications		
	2021-2022	2022 -2023
None	*	*
Other	0	*
Other Christian	*	*
Prefer not to say	*	*
Roman Catholic	*	*
Unknown	*	*
All people	17	16

Sexual orientation: flexible working successful applications		
	2021-2022	2022 -2023
Heterosexual/straight	*	13
Gay/lesbian	0	*
Prefer not to say	*	0
Unknown	*	*
All people	17	16

Sex: flexible working successful applications		
	2021-2022	2022 -2023
Female	**	**
Male	*	0
All people	17	16

Gender identity: flexible working successful applications		
	2021-2022	2022 -2023
Female	*	14
Male	*	0
Unknown	*	*
All people	17	16

5. Recruitment and selection

Data provided below is the headcount and percentage of all applications for both reporting periods. Due to system limitations, we are unable to report on shortlisted and appointed. Measures have been taken to ensure this is reportable from 2023 onwards.

All applicants				
	2021-2022		2022-2023	
	Headcount	%	Headcount	%
Total	683		749	
External	593	86.82%	635	84.78%
Internal	88	12.88%	110	14.69%
Unknown	*	*	*	*

	2021-2022	2022- 2023
Shortlisted	599	291
Successful	175	81

Age: applicants				
	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683		749	
Under 21	0	0.00%	*	*
21-29	49	7.17%	67	8.95%
30-39	71	10.40%	120	16.02%
40-49	103	15.08%	165	22.03%
40-50	*	*	102	13.62%
50-59	84	12.30%	*	*
60-65	*	*	*	*
Prefer not to say	*	*	*	*
Unknown	363	53.15%	285	38.05%

Disability: applicants

	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683		749	
No	397	58.13%	405	54.07%
Prefer not to say	*	*	*	*
Unknown	252	36.90%	293	39.12%
Yes	28	4.10%	48	6.41%

Marriage and civil partnership: applicants

	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683		749	
Co-habiting	31	4.54%	79	10.55%
Divorced	19	2.78%	30	4.01%
In a relationship	*	*	*	*
Married	160	23.43%	218	29.11%
Prefer not to say	*	*	13	1.74%
Same sex civil partnership	*	*	*	*
Separated	*	*	16	2.14%
Single	82	12.01%	95	12.68%
Unknown	365	53.44%	289	38.58%
Widowed	*	*	*	*

Race: applications				
	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683		749	
African, African Scottish or African British	*	0.73%	15	2.00%
Any mixed or multiple ethnic group	*	*	0	0.00%
Asian, Asian Scottish or Asian British	*	*	*	*
Black, Black Scottish or Black British	0	0.00%	*	*
British	10	1.46%	12	1.60%
Bulgarian	*	*	*	*
Canadian, (English, Scottish, Irish)	0	0.00%	*	*
Caucasian	0	0.00%	*	*
Chinese, Chinese Scottish or Chinese British	0	0.00%	*	*
European	0	0.00%	*	*
Indian, Indian Scottish or Indian British	*	*	11	1.47%
Irish and Northern Irish	*	*	*	*
Other	*	*	0	0.00%
Pakistani, Pakistani Scottish or Pakistani British	0	0.00%	*	*
Philippines	0	0.00%	*	*
Polish	*	*	*	*
Prefer not to say	*	*	*	*
Scottish	0	0.00%	211	28.17%
Scottish and Black Caribbean	0	0.00%	*	*
Unknown	370	54.17%	293	39.12%
White	0	0.00%	*	*
White - British	38	5.56%	55	7.34%
White - Irish or Northern Irish	*	*	0	0.00%
White - Other	*	*	*	*
White - Polish	*	*	*	*
White - Scottish	227		112	14.95%

Religion or belief: applications

	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683	100.00%	749	100.00%
Buddhist	*	*	0	0.00%
Church of Scotland	57	8.35%	61	8.14%
Hindu	*	*	*	*
Jewish	0	0.00%	*	*
Muslim	*	*	*	*
No religion	172	25.18%	262	34.98%
Non-practicing Roman Catholic	*	*	0	0.00%
Omnism	0	0.00%	*	*
Other	*	*	*	*
Other - Heathen	*	*	*	*
Other Christian	23	3.37%	30	4.01%
Prefer not to say	15	2.20%	23	3.07%
Roman Catholic	40	5.86%	64	8.54%
Sikh	*	*	*	*
Spiritualist	*	*	0	0.00%
Unknown	364	53.29%	291	38.85%

Sex: applicants

	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683	100.00%	749	100.00%
Female	242	35.43%	375	50.07%
Male	76	11.13%	83	11.08%
Other	*	*	0	0.00%
Prefer not to say	*	*	*	*
Unknown	362	53.00%	289	38.58%

Sexual orientation: applications				
	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683	100.00%	749	100.00%
Bi/bisexual	*	*	16	2.14%
Gay/lesbian	16	2.34%	16	2.14%
Heterosexual/straight	281	41.14%	277	36.98%
Prefer not to say	*	*	38	5.07%
Unknown	371	54.32%	402	53.67%

Caring responsibility: applicants				
	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683	100.00%	749	100.00%
No	277	40.56%	388	51.80%
Prefer not to say	*	*	12	1.60%
Unknown	373	54.61%	304	40.59%
Yes	29	4.25%	45	6.01%

Gender identity: applicants				
	2021-2022		2022 -2023	
	Headcount	%	Headcount	%
Total	683	100.00%	749	100.00%
Gender not the same as at birth	*	*	*	*
Gender same as at birth	307	44.95%	446	59.55%
Prefer not to say	*	*	*	*
Unknown	373	54.61%	299	39.92%

6. Internal promotions

Age: internal promotions

	2021-2022	2022-2023
25-34	*	0
35-44	11	11
45-54	*	*
55-64	*	*
Under 25	*	0
All people	23	21

Disability: internal promotions

	2021-2022	2022-2023
No	16	15
Unknown	*	*
Yes	*	*
All people	23	21

Marriage and civil partnership: internal promotions

	2021-2022	2022-2023
Married	*	*
Single	*	*
Unknown	15	13
All people	23	21

Gender reassignment: internal promotions

	2021-2022	2022-2023
No	17	16
Unknown	*	*
All people	23	21

Race: internal promotions

	2021-2022	2022-2023
Unknown	*	*
White	19	18
All people	23	21

Religion or belief: internal promotions

	2021-2022	2022-2023
Church of Scotland	*	*
None	*	*
Other	*	*
Other Christian	*	*
Roman Catholic	*	*
Unknown	*	*
All people	23	21

Sexual orientation: internal promotions

	2021-2022	2022-2023
Bi/bisexual	*	*
Heterosexual/straight	18	17
Unknown	*	*
All people	23	21

Sex: internal promotions

	2021-2022	2022-2023
Female	**	**
Male	*	*
All people	23	21

Gender identity: internal promotions

	2021-2022	2022-2023
Female	15	14
Male	*	*
Unknown	*	*
All people	23	21

7. Learning and development

Age: learning and development								
	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
Under 25	*	*	*	*	*	0	*	0
25-34	16	20	12	28	29	*	31	*
35-44	27	83	27	100	97	13	109	18
45-54	25	175	19	199	185	15	190	28
55-64	29	216	37	208	226	19	220	25
65 +	*	24	*	17	32	0	23	0

Disability: learning and development								
	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
Don't know	0	*	0	*	*	0	*	0
No	66	342	60	335	373	35	345	50
Prefer not to say	*	23	*	18	23	0	24	*
Unknown	31	87	20	140	112	0	143	17
Yes	*	68	16	61	64	10	66	11

Marriage and civil partnership: learning and development								
	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
Civil partnership	*	*	0	*	*	0	*	*
Co-habiting	*	20	*	20	22	*	20	*
Divorced	0	22	*	22	18	*	20	*
Married	20	140	22	146	147	13	150	18
Prefer not to say	*	*	*	*	*	0	*	*
Separated	*	11	0	12	10	*	10	*
Single	*	23	*	23	26	0	22	*
Unknown	76	292	73	320	335	33	347	46
Widowed	0	*	0	*	*	0	*	*

Race: learning and development

	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
African, African Scottish or African British	*	*	0	*	*	0	*	0
Any mix of multiple ethnic groups	0	*	*	*	*	*	*	*
Asian, Asian Scottish or Asian British	0	0	*	0	0	0	*	0
Caribbean or Black	0	*	0	*	*	0	*	0
Other ethnic group	0	*	0	*	*	0	*	0
Prefer not to say	*	13	*	*	13	*	11	*
Unknown	31	91	21	143	116	*	147	17
White	72	411	76	396	438	45	413	59

Religion or belief: learning and development

	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
Buddhist	0	0	0	*	0	0	*	0
Church of Scotland	16	98	19	93	109	*	99	13
None	41	189	37	194	199	31	198	33
Other	*	*	*	*	*	0	*	0
Other Christian	*	19	*	16	22	*	14	*
Prefer not to say	*	53	11	45	56	*	50	*
Roman Catholic	*	67	11	58	65	*	64	*
Unknown	31	88	20	141	113	*	144	17

Sex: learning and development

	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
Female	73	425	75	457	456	42	464	68
Male	33	96	29	98	117	12	115	12

Sexual orientation: learning and development

	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
Bi/bisexual	*	*	*	*	*	0	*	0
Gay/lesbian	*	18	*	18	20	0	19	*
Heterosexual/ straight	67	384	76	367	407	44	385	58
Prefer not to say	*	27	*	25	27	*	26	*
Unknown	31	89	20	142	114	*	145	17

Gender reassignment: learning and development

	Internal				External			
	2021-2022		2022-2023		2021-2022		2022-2023	
	No	Yes	No	Yes	No	Yes	No	Yes
No	72	412	78	397	438	46	415	60
Prefer not to say	0	15	*	11	13	*	13	*
Unknown	34	94	22	147	122	*	151	18

Gender identity: learning and development

	2021-2022				2022 -2023			
	Internal		External		Internal		External	
	No	Yes	No	Yes	No	Yes	No	Yes
Female	53	346	361	38	62	334	340	56
In another way	0	*	*	0	0	*	*	0
Male	20	73	85	*	18	70	83	*
Prefer not to say	*	14	13	*	*	10	12	*
Unknown	32	87	113	*	20	140	143	17

8. Performance appraisal

Age: performance appraisal

	2021 -2022		2022-2023	
	No	Yes	No	Yes
Under 25	*	0	*	0
25-34	32	*	32	*
35-44	87	23	106	21
45-54	154	46	174	44
55-64	198	47	199	46
65 +	28	4	21	2

Disability: performance appraisal

	2021 -2022		2022-2023	
	No	Yes	No	Yes
Don't know	*	0	*	0
No	319	89	314	81
Prefer not to say	23	*	22	*
Unknown	105	13	138	22
Yes	55	19	63	14

Marriage and civil partnership: performance appraisal

	2021 -2022		2022-2023	
	No	Yes	No	Yes
Civil partnership	*	0	*	0
Co-habiting	20	*	16	*
Divorced	16	*	22	*
Married	117	43	131	37
Prefer not to say	*	*	*	*
Separated	10	*	*	*
Single	18	*	21	*
Unknown	308	60	328	65
Widowed	*	0	*	*

Gender reassignment: performance appraisal

	2021 -2022		2022-2023	
	No	Yes	No	Yes
No	376	108	378	97
Prefer not to say	13	*	14	*
Unknown	114	14	146	23

Race: performance appraisal

	2021 -2022		2022-2023	
	No	Yes	No	Yes
African, African Scottish or African British	*	*	*	0
Any mix of multiple ethnic groups	*	0	*	*
Asian, Asian Scottish or Asian British	0	0	*	0
Caribbean or Black	*	0	*	0
Other ethnic group	*	0	*	0
Prefer not to say	15	0	13	*
Unknown	107	15	140	24
White	375	108	377	95

Religion or belief: performance appraisal

	2021 -2022		2022-2023	
	No	Yes	No	Yes
Buddhist	0	0	*	0
Church of Scotland	85	29	93	19
None	181	49	182	49
Other	*	*	*	*
Other Christian	21	*	16	*
Prefer not to say	48	11	43	13
Roman Catholic	55	17	56	13
Unknown	106	13	139	22

Sex: performance appraisal				
	2021 -2022		2022-2023	
	No	Yes	No	Yes
Female	387	111	423	109
Male	116	13	115	12

Gender identity: performance appraisal				
	2021 -2022		2022-2023	
	No	Yes	No	Yes
Female	302	97	309	87
In another way	0	*	*	0
Male	81	12	77	11
Prefer not to say	14	*	13	*
Unknown	106	13	138	22

Sexual orientation: performance appraisal				
	2021 -2022		2022-2023	
	No	Yes	No	Yes
Bi/bisexual	*	0	*	*
Gay/lesbian	17	*	17	*
Heterosexual/straight	349	102	353	90
Prefer not to say	25	*	25	*
Unknown	107	13	140	22

9. Pregnancy and maternity

	2021-2022	2022-2023
Pregnant	*	*
Within maternity period (12 months)	18	*
Started maternity leave	*	*
Returned following maternity leave	12	*

10. Return to work of disabled employees following sick leave relating to their disability

Return to work of disabled employees following sick leave relating to their disability

Currently our systems are not set up to record this information in relation to sick leave. Resolving this is an action for the future.

11. Case work (dignity at work, grievance and disciplinary action)

Numbers are too small to meaningfully report on by every protected characteristic, we have reported on sex to show a summary that cases, although small, are distributed across both sexes.

Case work by protected characteristic of sex				
Case	2021-2022		2022 -2023	
	Female	Male	Female	Male
Grievance	*	*	*	*
Dignity at work	*	*	*	*
Discipline	*	*	*	*

Reason	2021-2022	2022-2023
Resignation	27	39
Retirement	39	18
Other	*	*
All people	71	64

Turnover rate	
2021	2022
11.87%	9.72%

12. Dismissals and other reasons for leaving

Currently we are only able to report on sex and age. Work is underway to increase declaration rates for leavers.

Age: Leaver		
	2021 -2022	2022-2023
Other		
25 to 34	*	*
45 to 54	*	*
55 to 64	*	*
65+	*	*
Retirement		
55 to 64	21	*
65+	18	*
Resignation		
Under 25	*	*
25 to 34	*	*
35 to 44	*	12
45 to 54	11	*
55 to 64	*	12
65+	*	*

Sex: Leaver				
	2021 -2022		2022-2023	
	Female	Male	Female	Male
Other	*	*	*	*
Retirement	30	*	16	*
Resignation	23	*	28	11

13. Pay gap

Year	Mean Female Hourly Rate	Mean Male Hourly Rate	Mean Gender Pay Gap
	22.43	24.71	9.25%
	22.77	25.56	10.92%

Year	Median Female Hourly Rate	Median Male Hourly Rate	Median Gender Pay Gap
	24.34	24.68	1.36%
	25.16	25.16	0.00%

To ensure our approach aligns with the advice from [Audit Scotland](#), we have published both a mean and a median gender pay gap figure - the median is not skewed by very low or very high rates of pay. However, since gender pay gap issues are most pronounced in the lowest paid or highest paid employees the median may fail to pick up differences as effectively as the mean figure. Publishing both figures is useful as it gives an additional perspective.

The 2022 median figure shows that we do not have a gender pay gap. However, Close The Gap consider the mean to be a more accurate figure for measuring the gender pay gap as it shows the impact of part time working on women's pay. 15.78% of Care Inspectorate female employees work part time. The 2022 mean figure indicates that we have a pay gap of 10.92%. This has increased (by 1.22%) since the last time we reported in our 2021 Equalities Mainstreaming Report. This is slightly higher (0.82%) than the 10.1% gender pay gap in Scotland in 2021.

Action plan:

We will develop a plan to look at the gender pay gap (the protected characteristic of sex) alongside the other characteristics – taking an intersectional approach, for example break down gender pay data by age, ethnicity, and disability. Combining gender pay data with other protected characteristics highlights the further challenges faced by minority groups as any overlap can create different experiences of inequality.

We will break down data in different ways for example, part time pay gap figures by grade, department etc. Completing a comparison of full time and part time figures will allow a fuller analysis.

The Scottish Government Public Sector Pay Policy acts as a benchmark for all major public sector workforce groups across Scotland including the Scottish Social Services Council. As a non-departmental public body, we are required to operate with the pay policy provisions set in order to meet our commitment to equal pay. Our pay ranges and reward policies are available to staff on the intranet. Pay and grading benchmark guidance is used when creating new posts, assessing an existing post or redesigning a post to ensure equal pay for work of equal value. This guidance is underpinned by analytical job evaluation, which is recognised as a sound basis on which to determine work of equal value. To avoid bias, evaluation focuses on the role rather than the individual, using established descriptions for each grade, and trained evaluators review cases.

Each pay range has a number of defined pay steps. Employees will enter a pay range at the relevant minimum. Employees will progress towards their maximum by one pay step on an annual basis. Pay reviews are negotiated with our recognised trade unions and cover all aspects of remuneration and terms and conditions.

As part of our ongoing commitment to put equal pay into practice we will:

- examine and keep under review existing and future pay practices including continuing to use an objective job evaluation system as detailed above
- carry out regular monitoring of the impact of the organisation’s pay practices
- provide guidance for managers directly involved in decisions relating to remuneration
- continue to work in partnership with our recognised unions on all aspects of remuneration and terms and conditions.

Year	Mean BAME* Hourly Rate	Mean White Hourly Rate	Mean Ethnicity Pay Gap
2021/22	24.49	22.53	-8.68%
2022/23	24.47	23.25	-5.24%

Year	Median BAME* Hourly Rate	Median White Hourly Rate	Median Ethnicity Pay Gap
2021/22	25.16	24.34	-3.35%
2022/23	25.16	25.16	0.00%

The 2022 median figure shows no ethnicity pay gap. If we look at the mean figure for the same year, we pay on average staff from a Black, Asian and Minority Ethnic (BAME*) background 5.24% more than white employees. We need to be alerted to changes as we are dealing with small numbers.

Action plan:

We will continue to gather and analyse our data to identify any fluctuations, and this will be used to inform our decision making. We have specific actions as part of the Equalities and Human Rights Committee Report – Race Equality, Employment and Skills: Making Progress? and will respond and plan improvement interventions if these are required based on this additional workforce data.

As outlined above, we will develop a plan to take an intersectional approach, for example break down pay gap data by age, ethnicity, and disability.

Year	Mean Disabled Hourly Rate	Mean Non-Disabled Hourly Rate	Mean Disability Pay Gap
2021/22	21.38	22.81	6.23%
2022/23	21.54	23.23	7.31%

Year	Median Disabled Hourly Rate	Median Non-Disabled Hourly Rate	Median Disability Pay Gap
2021/22	24.34	24.34	0.00%
2022/23	25.16	25.16	0.00%

The 2022 median figure shows no disability pay gap. The mean figure shows there was a 7.31% disability pay gap (the gap has widened since 2021). In 2019 we paid on average, disabled employees 5.5% more than non-disabled employees. The figure could be due to the large number of unknowns.

Action plan:

The first point of action must be to make sure that our data is accurate so that we know for definite whether any gap is skewed due to under reporting. We will communicate with staff to encourage them to complete this data so that we are working with accurate information.

As outlined above, we will develop a plan to take an intersectional approach, for example break down pay gap data by age, ethnicity, and disability.

14. Occupational segregation

Paygrade	Role descriptors
1-3	Modern Apprentice and Administrative
4-6	Technical and Junior Management
7-8	Specialist and Middle Management
CS1+	Senior Leadership, Executive Directors and Chief Executive

Horizontal segregation refers to the clustering of men and women into different types of work, for example, different roles. It occurs when members of one group are typically employed in different types of job than members of another.

Vertical segregation refers to the clustering of people into different levels of work, for example, more men working as senior managers, and more women working in the lowest grades. Vertical segregation within an occupation occurs when members of one group (for example, men) are typically employed at a higher level than members of another.

Gender occupational segregation							
Paygrade	2021/22				2022/23		
	1 to 3	4 to 6	7 to 8	CS1+	4 to 6	7 to 8	CS1+
Female	103	50	72	43	56	66	44
Male	13	19	27	23	17	28	26

In 2021/2022 and 2022/2023 most women are employed in roles within grades 1 to 3 which tends to be in our business support or corporate and customer services roles. This a change from the last time we reported where most female staff were employed in grades 7-8 (which is reflective of our inspection workforce which is our core function as a scrutiny and improvement support body).

When we compare percentages of women and men in the different grades, we see the following:

- Grades 1- 3, 89% of women compared to 11% of males.
- Grades 4-6, 76% of women compared to 24% of males.
- Grades 7-8, 70% of women compared to 30% of males.
- Grades CS1+, 62% of women compared to 38% of males.

We therefore do not see any clustering of men and women into different types of work or different roles, but this could be due to our workforce profile 80.73% are women, 19.27% are men.

There has been an increase in women in our CS1 grades which are our senior leadership roles which shows that women are decision makers in our organisation. Although, it is notable that despite employing less men than women 37% of CS1 management and leadership roles are men.

Race occupational segregation								
Paygrade	2021/22				2022/23			
	1 to 3	4 to 6	7 to 8	CS1+	1 to 3	4 to 6	7 to 8	CS1+
African, African Scottish or African British	*	0	0	0	*	0	0	0
Any mix of multiple ethnic groups	*	0	0	*	*	0	0	*
Asian, Asian Scottish or Asian British	0	0	0	0	0	0	*	0
Caribbean or Black	0	0	0	0	0	0	0	*
Prefer not to say	*	*	*	*	*	*	*	*
Unknown	17	17	19	11	21	21	23	14
White	95	51	75	50	84	51	66	50

Low numbers of employees from minority ethnic communities are reflected across all pay grades and are employed in a number of different jobs including the higher paying grades of 7 to 8 and CS1 and above. We will continue to monitor the data as our numbers are small and it is important to quickly identify and changes.

Disability Occupational Segregation								
Paygrade	2021/22				2022/23			
	1 to 3	4 to 6	7 to 8	CS1+	1 to 3	4 to 6	7 to 8	CS1+
No	74	44	73	46	64	42	63	47
Prefer not to say	*	*	*	*	*	*	*	*
Unknown	16	16	19	11	20	20	23	14
Yes	21	*	*	*	21	*	*	*

Disabled employees are employed in a variety of different roles, but most are working in grades 1 to 3. This is a change from the last time we reported, when we had a higher number in grades 7-8.

15. Equal pay statement

The Care Inspectorate is committed to ensuring equal pay. We use a single job evaluation scheme to measure the relative value of all jobs in our pay and grading structure within an overall framework that is consistent, transparent and fair. We reviewed our [Equal Pay Policy in October 2019](#).

Our equal pay objectives are set out below.

- We are committed to providing and promoting equal opportunities for all employees, regardless of sex, race, religion or belief, age, marriage and civil partnership, pregnancy and maternity, sexual orientation, gender reassignment or disability.
- All employees receive equal pay for work of equal value.
- Pay and reward systems are transparent, based on objective criteria and free from bias in relation to all aspects of equalities.
- We work with our recognised trade unions to ensure equality within our reward system.
- We regularly review our pay and reward system to eliminate any discrimination.
- Details of any complaints regarding equal pay will be retained confidentially for monitoring purposes.

16. Board equality information by protected characteristics

At least two of our Board members should be people who experience care or are carers themselves. This brings a different insight and experience to the Board which is invaluable in moving our work forward. Two board members come from other organisations (Health Improvement Scotland and the Scottish Social Services Council). We have counted all of board members due to the implications for the Gender Representation on Public Boards (Scotland) Act. 57% of our Board is female.

Board member information sex		
	2021-2022 headcount	2022-2023 headcount
Male	*	*
Female	*	*
Total	11	14

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