Scottish Social Services Council

Equality Impact Assessment Toolkit – Initial Screening	
Stage 1	**IDENTIFY POLICY AIMS & NEED FOR EIA**
Title of Policy	Step into Leadership – a leadership development website for the social service workforce in Scotland.
Is this a new policy or changes to an existing policy?	Changes to the existing project (a previous equality impact assessment was completed in March 2012).
Officer(s) responsible for carrying out EIA process	Lorna Dalton, Workforce Development and Planning Adviser
What are the aims and objectives of the policy?	The aim of this project is to enhance and deliver a leadership development website for people working in and with Scotland's social services, people who use services and carers. The website is built around the concept of leadership pathways for these groups and available at: http://www.stepintoleadership.info/

Which protected characteristic(s), if any, will be affected by this policy?	Protected characteristic	Yes	No	Don't Know	
	Age	√			
	Disability	√			
	Gender Reassignment	√			
	Pregnancy / maternity	√			
	Race	√			
	Religion or belief	√			
	Sex	√			
	Sexual orientation	√			
	Marriage and civil partnership	√			

COMPLETION OF STAGE 1 AND INITIAL SCREENING PROCESS
If the policy (guidance, procedures, etc) will affect or impact negatively on any protected characteristic under the Equality Act 2010, you should continue on and complete the full EIA template.

If there is no direct impact on any of the protected characteristics, this form should be signed below by the responsible officer to confirm a full EIA is not required. The form should then be authorised by a Senior Manager.

Date of Initial Assessment	
This policy will have no impact on people from any of the protected characteristics above and a full Equality Impact Assessment is not required.	Name: Position: Date:
Authorised By (Senior Manager):	Name:

Full Equality Impact Assessment	
Stage 2	**COLLECT DATA AND CONSULT TO INFORM THE EIA**
What do we already know about these groups?	The intention of the Step into Leadership website is that it will be used by the social service workforce, people who use services, and carers. The social service workforce currently consists of around 190,000 people. During 2014-15 the Step into Leadership website had around 7,000 visitors (see appendix 1 for recent evidence of website use). Key messages from the SSSC Report on 2013 Workforce Data related to the profile of the workforce include: • public sector services tend to have the oldest workforces, while the private sector has the youngest • non-residential children's services (with the exception of adoption services) have the youngest workforces and also the greatest proportion of women workers • men comprise 15 per cent of the overall workforce but have at least double that representation in criminal justice services and residential children's services • at least three per cent of the workforce are from an ethnic minority • at least two per cent of the workforce are reported as having a disability. It is intended that the website will be used by people supported by social services, and this will include people with a range of disabilities and communication issues. The duty to provide reasonable adjustments is as follows: The Equality Act 2010 recognises that bringing about equality for disabled people may mean changing the way in which services are delivered, providing extra equipment and/or the removal of physical barriers. The duty to make reasonable adjustments aims to make sure that a disabled person can use a service as close as is reasonably possible to get to the standard usually offered to non-disabled people. When the duty arises, we are under a positive and pro-active duty to remove or prevent these obstacles.
Where are the gaps?	Our consultations (citizen leadership events and the Step into Leadership evaluation) have not identified any negative impact

	in terms of gender, race, religion or belief, sexual orientation, age or culture but we will continue to monitor this.

However, we have identified possible impacts regarding relevant content and the limited accessibility for people using services pathways related to disability.

The Care Inspectorate, as part of a public consultation on equality, gathered feedback around the quality of their website. It was suggested by equality groups that the accessibility of the website could be improved for people with sight impairments who use screen reader software such as JAWS. This information has been taken on board and we will take steps to make sure that the website is accessible to people using screen reader software. |
| **What involvement or consultation have SSSC carried out and what are the results?** | During 2014, four events were delivered around citizen leadership in Dundee and Dumfries to a maximum of 30 delegates each day. The events aimed to explore citizen leadership in practice and provide opportunities to reflect on people's leadership roles. The first two events were delivered to people using services, followed by two events for frontline workers. Each event was delivered in partnership with Association for Real Change Scotland (ARC), Scottish Consortium for Learning Disability (SCLD), Dumfries and Galloway Council, Enable and Heartfelt and co-facilitated by people using services. As part of these events people were asked to comment on how the people using services pathway needed to develop (see appendix 2). This is a priority Step into Leadership development for the SSSC in 2015.

During March 2015 an online evaluation (using survey monkey) of the website was undertaken. There were 175 respondents of which three per cent were people using services or carers. Comments noted that the language wasn't useful, requiring simpler text, more graphics and practice examples from people receiving support. Some specific comments about how the learning content could be improved included:
- 'more on staff who work as carers and input to leadership plus supporting carers who are relinquishing role when person being cared for is admitted into a care home type setting'
- 'needs to be simplified - access small parts via choices of navigation'
- 'the citizen leadership section - make it more user friendly and accessible'
- 'some of the language and terminology used can be confusing maybe look at plain English rather than having to give explanations of what is meant' |

	• 'I definitely think that the pathway for people who get support could be massively improved - much simpler language, bigger text, more use of graphics, more examples from people who get support.'
What changes did those consulted with suggest?	As a result of the leadership events in 2014 specific comments related to accessibility about the font, some of the colours used, some of the images used, and that some sections were very word-heavy, especially for people who do not read. It was suggested that universal symbols could be used and there was a need for more positive practice examples to be included. There were some suggestions about the use of plain English and the need to simplify some of the written content (see appendix 2).

Stage 3	OUTCOME OF CONSULTATION AND INVOLVEMENT
Set out what changes or improvements have been made to the policy as a result of the consultation / involvement activities. **What impact will the changes have?**	We made some changes to the website following the comments made at the events and through the survey. Aurion Learning, who develops the website on behalf of the SSSC, has developed it to the AA accessibility standard. An accessibility section, available via the home page of the website, explains in simple terms: what the standard means, how the user can make the page text bigger or smaller, and how to use shortcut keys. Changes which are being proposed for the people using services pathway for 2015 include: • additional graphics and visual images • more interactive information at the top of the screen • less text • any text to be in plainer English • more practice examples • clearer links to other websites • making sure that video links can be opened easily. These changes will be incorporated into an enhancement plan with Aurion for 2015-16. An external organisation has agreed to pilot the proposed changes. Improvements made to the website should ensure it is accessible for people and therefore that it becomes a more useful learning resource.

Set out what suggested changes or improvements have not been made and why.	The font size of text cannot be changed by the developers. However, a clearer instruction button may be added to the screen advising users how to change the font size.

Stage 4	MONITORING, APPROVAL and PUBLICATION
How will the policy, practice or procedure and its accompanying EIA be approved and published?	The website became publicly accessible in 2012. This equality impact assessment follows an earlier version completed in March 2012. This assessment will require approval by a senior manager before it is published on the SSSC website (and made available in different formats and languages on request). Once we have made changes to Step into Leadership we will publicise these changes through our usual channels of communication.
Set out how the policy will be monitored and reviewed to regularly check if the effect on any protected characteristic has changed?	The website resource is updated on an ongoing basis. A maintenance and enhancement plan is in place for the website and required changes or additions are made on at least a monthly basis. Any urgent accessibility issues are addressed as soon as possible. A feedback button has been incorporated into the site and users are encouraged to use it to provide comments and feedback on any aspect of the site, including accessibility. The website will be evaluated by the SSSC on an annual basis and be open to a general audience to complete. The equality impact assessment will be reviewed as and when there is a significant change to the project.

Date EIA Completed: **May 2015**

Name of Project Manager: **Lorna Dalton**

Job Title: **Workforce Development and Planning Adviser**

Signature:

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Appendix 1
Step into Leadership website usage and performance report

28 February 2014 – 30 March 2015

Leadership website only (workforcesolutions.sssc.uk.com/leadership)

Data from Google Analytics	
Total number of visits	6,855
Total number of unique visitors	4,505
Total number of pages viewed	18,803
Pages viewed per visitor (on average)	2.74
% of new visitors	64.5%
% of returning visitors	35.5%
Average length of a visit in minutes and seconds (MM:SS)	03:25
% of visits where the visitor only viewed one page and then left	55.49%

Social metrics	
Visits sent to us by Social media	47
Visits sent to us by Email	119
Visits sent to us by search engines	2,543
Visits sent to us by the SSSC corporate website	534
Visits sent to us by SSSC News website	316

Most popular pages in this period	Most popular search terms in this period	Websites sending us the most visitors
- Welcome to Step into Leadership - Managers - Frontline Workers - Supervision - Frontline Workers > Plan Your Pathway - Managers > Plan Your Pathway - Managers > Vision - Managers > Motivating & Inspiring - Frontline Workers > Vision - People Using Services	- Step into leadership - Sssc - Step into leadership sssc - Sssc step into leadership - Leadership info - Sssc leadership - Stepping into leadership	- sssc.uk.com - ssscnews.uk.com - workforcesolutions.sssc.uk.com - twitter.com - continuouslearningframework.com - hub.careinspectorate.com - huffingtonpost.com - scottishcare.org - ssks.org.uk

Appendix 2

SSSC Citizen Leadership events - November 2014

Feedback on how to improve the people using services pathway on Step into Leadership

Visual changes

- Look at Key Community Support/ TAG/ Values into Action websites for easy to use examples
- Like the picture at the top
- Think about who this is for – 'people who use services' - have or may need support services?
- Move boxes to the top of the page, make them different colours and link the colours to a theme
- Like it to be more colourful
- Too much writing
- Informative (could be laid out simpler for staff and service users)
- Needs to be better set out – more easy access, links, pictures)
- A lot of text – not very accessible – letters too small
- Too many big words – simpler language
- Not very user friendly
- Not easy to understand or use
- Titles – don't know what they mean (creativity, innovation, organisational capabilities)
- Writing too small
- Need more pictures (video clips)
- Can't all read/ write – more visuals
- Like the use of colour, video clips, white on green background, bullets, stars
- Symbols would help – video article/ macaton – put symbols next to resources (ie: guide, telephone, DVD)
- Difficult to read
- A bit too complicated
- Logos for agencies would help
- Avoid a simpler presentation being patronising and child like
- It's too bland
- Use music
- Screen too busy
- More languages
- Want it to be a safe site
- Colour coding
- Speaking text
- Too much dialogue on opening page
- Homepage – visual, bright and inviting

- Use chart to start website
- Term pathway???
- Consider re-wording/ language
- Alienating/ disempowering
- More service user and less professional approach

Content changes

- Not interesting enough
- Not clear about what it's about or why I would use it – link into your own interests
- How does citizen leadership connect to support
- People that you could contact
- Requires a balance between rights and responsibilities
- Disabled people should be the leaders in SDS via peer support groups – professionals should follow
- Develop peer support - local link to people we could speak to
- Could we have a link to a discussion forum
- Explanation of - if you get leadership training – how do you use it?
- Encourage others to speak up about their support
- Put presentations on (such as John Feehans)
- More animations/ videos
- Introduction: too jargon-filled + off-putting ("pathways"? learning resources ➔ what? buzz-words - introduction videos ➔ walk + talk you through it.
- Off-putting "I am not a leader: not for me"
- What does it mean for me as a person to develop leadership skills?
- Speaking up point leadership (one-way) = working together: joint
- Leadership is not the right word: JOINT – WORKING
- It's about you being actively involved in decisions about your life: speaking up ➔ which is leadership
- Becoming an active partner in their own care ➔ not a passive recipient and not plain English
- Each of the 6 capabilities (but assumes people know or care) about the 6 LCS
- Vision: what do you want in life?
- Donna's Video (make it more like angry birds)
- "It's about me" How can I change things"
- Not just talking head eg. Showing decision ➔ context: showing what's important in your life
- Examples from practice ➔ stories from people , symbols
- Links to organisations – how do people in organisations make sure the info is up to date and what they are currently using
- More service user telling their stories
- More about friendships
- Engagement from user (rides)
- Simplified concepts for user