



# **Equality and Diversity Impact Assessment**

**Report on findings from an Impact Assessment of the NHS 24  
Estates Programme - Proposed Relocation of Office Premises  
to Aurora House, Clydebank**

**02 March 2021**

## **NHS 24 Estates Programme – Proposed Relocation of Office Premises – Equality and Diversity Impact Assessment**

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# 1. NHS 24's Equality and Diversity Impact Assessments

If you would like us to consider producing this report in a different format, please contact us by:

Phone: 0800 22 44 88

Email: [enquiries@nhs24.scot.nhs.uk](mailto:enquiries@nhs24.scot.nhs.uk)

NHS 24 has a legal duty to show due regard to the elimination of discrimination, the advancement of equality of opportunity and to foster good relations between people who share a protected characteristic and those who do not. The relevant protected characteristics are:

Age

Disability

Gender reassignment

Pregnancy and maternity

Race

Religion and belief

Sex

Sexual orientation

Marriage and civil partnership (relates to the elimination of discrimination only)

Socio-economic status

Equality and Diversity Impact Assessments consider the impact that changes to our services, policies or functions will have on people with the relevant protected characteristics.

The recommendations made in this report seek to improve equality of access and to help meet the specific needs of people with the relevant protected characteristics, where possible.

It is appropriate to highlight that the impact assessment also considers if the NHS 24 proposed relocation of office premises within, Clydebank has the potential to impact on an individual's human rights.

Where appropriate, health inequalities are also considered. Health inequalities are disparities in health outcomes between individuals or groups. Health inequalities arise because of inequalities in society, in the conditions in which people are born, grow, live, work, and age.

Health inequalities are influenced by a wide range of factors including access to education, employment and good housing; equitable access to healthcare; individuals' circumstances and behaviours, such as their diet and how much they drink, smoke or exercise; and income levels.

This report is a summary of the process used to undertake the impact assessment. It includes the minimum background information on the particular policy, service or function being assessed. If after reading this summary report you would find it helpful to have access to additional information, please contact:

[nhs24.engagementteam@nhs24.scot.nhs.uk](mailto:nhs24.engagementteam@nhs24.scot.nhs.uk)

## **NHS 24 Estates Programme - Proposed Relocation of Office Premises to Aurora House, Clydebank – an Equality and Diversity Impact Assessment**

### **2. An Introduction to NHS 24**

NHS 24

NHS 24 is the national provider of digital and telephone based health and care services for Scotland. We provide people with access to information, care and advice through multiple channels including telephone, web and online.

We work in collaboration with partners, the public and our people to co-design services using technology and a digital first approach to sustainable service development and delivery.

## **Our Services**

### **111**

NHS 24 is best known for providing care and advice when GP practices and pharmacies are closed. People across Scotland can call NHS 24 using the free phone number 111. This gives people access to help and advice if they cannot wait until their GP practice reopens.

From 01 December 2020, people are now being asked to call 111 - day or night - if they feel they require urgent care treatment. The purpose of this new pathway is to support those people who turn to Accident and Emergency Departments across Scotland for healthcare advice and treatment to receive the right care, at the right time and by the right healthcare professional. Additionally, this new pathway will help keep people and staff safe from the COVID-19 virus, by reducing the numbers of patients in Accident and Emergency waiting areas.

## **Health Information and Support Services**

NHS 24 provides access to evidence based health information and support through a range of different services including:

- NHS inform
- Care Information Scotland
- National smoking cessation service Quit Your Way

NHS inform hosts a Self Help Guide and Scotland's Services Directory to signpost to other relevant services.

## **Scottish Emergency Dental Service**

This service delivers advice and support on dental health and dental services to the people of Scotland during the out-of-hours period. Patients who contact NHS 24 with dental

symptoms are assessed by Dental Nurses, the Scottish Emergency Dental Service (SEDS) booking Hub then direct the patient to the relevant dental care pathway.

### **Mental Health Hub**

In March 2019, the Mental Health Hub was established and fully trained expert Psychological Wellbeing Practitioners joined the workforce at NHS 24 to provide Psychological Triage Assessments to the public in need of this support. Continually evolving and expanding the service, the Mental Health Hub is now also working closely with the Scottish Ambulance Service and Police Scotland to support them when dealing with vulnerable people.

### **Breathing Space**

Breathing Space is a confidential phone and web based service for people in Scotland experiencing low mood, depression or anxiety. Breathing Space offers a listening and signposting service for people experiencing low mood, depression or anxiety about issues such as family and relationship difficulties.

### **NHS Living Life**

NHS Living Life is an NHS 24 appointment based telephone service offering Cognitive Behavioural Therapy (CBT) and Guided Self-help (GSH) using a CBT approach.

## **3. Aim/Purpose of the NHS 24 Estates Programme - Proposed Relocation of Office Premises**

NHS 24's Estates Programme comes under the management responsibility of the Director of Finance.

NHS 24 has approximately 2000 staff across regional and local sites. One of the regional centres is at the Golden Jubilee National Hospital (GJNH), where 450 members of staff would normally be based. This includes frontline staff who work in-hours and out-of-hours and non-frontline staff, who predominately work within the in-hours period. Due to support staff working from home and being relocated to office premises in the Paisley area the number of staff working from the Clyde Regional Centre has temporarily reduced in number.

As part of NHS Scotland's National Elective Centres' programme, colleagues at the GJNH advised NHS 24 in May 2019 of their requirement to expand their surgical capacity within the site. As a consequence of this, NHS 24 were asked to vacate their centre from the fifth floor of the site. This move therefore does not relate to a NHS 24 priority/requirement but instead to the expansion of Elective Centres, which is a national priority.

As staying within the site was not possible, NHS 24 had to identify a range of options for the relocation of our staff and services to other sites, to support the national clinical demand on the GJNH.

Part of the remit was to include space to accommodate the required workstations to ensure capacity for shift patterns across our two Glasgow sites.

NHS 24 established a Programme Board, and identified the Lumina Building situated at 40 Ainslie Road, Hillington, Glasgow G52 4RU as a suitable replacement for its offices within the GJNH and to meet the growing demand from the redesign of urgent care and mental health services expansion.

A Business Case was submitted to the Scottish Government. The Business Case was achieved in Partnership. When approving Lumina, the Board requested that further work be undertaken to assess the retention of a presence in Clydebank.

Due to engagement with stakeholders, growth in NHS 24 services and reduced capacity at other sites (due to 2m physical distancing) another site is now necessary. Following further engagement with stakeholders including staff, West Dunbartonshire Council (WDC) and Scottish Government, Aurora House was identified as the preferred site.

Retaining a presence within the Clydebank area should be set in the context of NHS 24 proactively managing its estate to deliver National priorities:

- Increased mental health provision
- Supporting the re-design of urgent care
- Elective centre expansion at the GJNH and
- Safety measures introduced to reduce infection rates of COVID-19.

*The requirement for a site in Clydebank is also driven by:*

- Loss of GJNH site in Clydebank
- Retention of lower entry employment in the Clydebank area
- Staff and stakeholder engagement
- Other sites being at capacity due to recruitment to support the expansion of urgent care
- To mitigate the risk of having too much or too little space (pending recruitment and physical distancing measures), having flexibility on leasing arrangements across our sites, including Clydebank was a key objective.

#### **4. Assessment of Impact**

The Fairer Scotland Duty places a legal responsibility on certain public bodies, including NHS 24, to pay due regard to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. As part of the non-monetary Benefit Criteria, it was agreed that NHS 24 would evidence the positive socio-economic advantage of relocating to less well-off areas into its decision making. To achieve this it used the statistical information contained within the Scottish Government's Scottish Index of Multiple Deprivation (SIMD) as a guide.

There are close similarities between the overall rankings when comparing the Clydebank area in the West Dunbartonshire Local Authority (SIMD overall rank 985) with Hillington in the Glasgow City Local Authority (SIMD overall rank 953).

As a public body, NHS 24 has the responsibility to improve the life opportunities for people in local communities and stimulate the local economy. NHS 24 can contribute to this through promoting recruitment opportunities locally, including providing job opportunities for diverse communities, and by supporting business in the local area.

NHS 24 should place a particular emphasis on retaining its skilled workforce. It can achieve this by providing members of staff relocating from the GJNH with an opportunity to continue to work within the Clydebank area.



## **Information on the profile of NHS 24 staff**

NHS 24's members of staff are provided with options for flexible working. The majority of our staff work part time suiting the individual staff needs and organisational requirements.

NHS 24 offers a range of contracted hours. Less than full time working hours coupled with out-of-hours working can be appealing to people with certain protected characteristics or those with caring responsibilities.

Just over 79% of members of staff are women. Nursing is the second largest job family within NHS 24. All posts within this category require a professional qualification in nursing. The nursing profession is currently identified as demonstrating occupational segregation, with the majority of nurses being women.

We had 1,593 staff in post at 30 September 2019. This increased to 1769 staff in post at 30 September 2020 and is increasing each month as we increase the scope and scale of services.

Our workforce continues to predominantly be made up of women, with just over 79% of our staff identifying as a woman in 2020, and only 20.29% as a man.

71.04% of our staff work part-time. Of this percentage, 60.76% are women, the majority of whom are aged 25 to 59.

18.93% of our workforce are women who work full-time and 10% of our workforce are men who work full-time.

The age profile of our staff significantly changed from 2018 to 2020. In 2018, 4.65% of our workforce were aged 16 to 24, this increased to 17.92% in 2020. The percentage of our workforce aged 35 to 49 decreased by 17.25%.

There has been a gradual, but noticeable, decrease in the number of staff who identify themselves as disabled. In 2018, 14.38% of staff identified as being disabled, however this decreased to 12.27% in 2020.

Prior to support staff moving to working from home (and having their base temporality changed to a building located in Paisley) the profile of staff based in the Clyde office was generally consistent when compared across the staff profile of the organisation. Just under 77% of members of staff based in Clyde identified themselves as women. This figure is slightly less than the overall figure of 79%. This was due to the number of technical and digital roles based within Clyde, each of which has a larger percentage of men employed.

The number of members of staff based in the Clyde office who identified as being disabled was more than 15%.

The age profile of members of staff based in the Clyde office is consistent when compared across the staff profile of the organisation.

### **Staff engagement**

NHS 24, working in partnership, has communicated regularly with its members of staff, explaining the reason for the relocation of office premises, inviting feedback, finding out what was important to staff and providing them with information on frequently asked questions.

Frequent staff bulletins on the relocation of the Clyde office premises have been provided to staff along with a dedicated page on the staff Intranet.

Based on the data and information available, consideration was given to the following:

1. Who is intended to benefit from this proposed relocation of office premises and in what way
2. How people have been involved in the development of the proposed relocation of office premises
3. What outcomes are intended from the proposed relocation of office premises
4. If the proposed relocation of office premises would have an adverse or positive impact on a person because of their protected characteristics
5. If the proposed relocation of office premises would have an adverse or positive impact on an individual's human rights
6. If the proposed relocation of office premises would have an adverse or positive impact in relation to health inequalities
7. Does NHS 24 meet its general equality duty.

Recommendations intended to take account of these considerations are contained within section five.

## **5. Recommendations for changes to the NHS 24 Estates Programme - Proposed Relocation of Office Premises**

In order to meet the general equality duty, comply with the obligations of the Human Rights Act, and taking into consideration health inequalities and the Fairer Scotland Duty, the following recommendations should be implemented:

1. NHS 24 should focus on retaining its existing skilled workforce affected by the relocation of office premises. It can achieve this by providing members of staff relocating from the GJNH, with the support and information that they require to achieve the relocation.

2. NHS 24's relocation within the Clydebank area should continue to improve the life opportunities for people residing nearby and in surrounding areas. Future recruitment opportunities should be advertised locally and job opportunities should be made available to diverse communities. The relocation can continue to stimulate the local economy by supporting businesses close by.

3. To promote the wellbeing of the members of staff moving to the Aurora Building, NHS 24 should provide guidance on the safest routes to be taken to nearby public transport stops. Seeking feedback from staff and monitoring the experience of staff who rely on public transport when travelling to and from work should enable NHS 24 to enhance the experience of staff.

4. NHS 24, should engage a membership organisation for disabled people to conduct an access audit intended to provide an inclusive approach to design, ensuring that the Aurora premises and its surrounding areas are accessible to as many people as possible. This audit should include reference to:

- Communal kitchen areas providing two worktop heights to allow wheelchair access
- Fire alarms fitted being audible and visible, with flashing lights to aid people who have hearing loss
- Fixed and portable hearing loops being provided

- Ensuring that there is suitable storage space for mobility scooters used by staff and there is sufficient charging points for these
- Doors opening automatically to aid access and egress
- Door card readers being set at an appropriate height

5. NHS 24 should provide a clean and quiet space for prayers, capable of being shared by all faiths.

6. NHS 24 should provide a fridge to help mothers' breastfeeding, including to express and store milk.

It is not believed the changes recommended in this section will create any new, adverse, impacts in relation to a person's relevant protected characteristics.

## **6. Monitoring and Review**

Arrangements for monitoring and reviewing the impact, planned and unplanned, of the proposed relocation of office premises will be put in place with a further equality and diversity impact assessment being carried out within 12 months of relocating to the new site.

### **Approved By:**

Signed	John Gebbie
Designation	Director of Finance
Date	02 March 2021