

Equality, Fairer Scotland and Children's Rights Impact Assessment

Scottish Directors of Public Health Leadership Development Programme

Contents

1.	Introduction	3
2.	Purpose/objective of proposed work.....	3
3.	Evidence	6
4.	Summary	6
5.	Making a difference	8
6.	Monitoring	9
7.	Sign-Off	9
Annex A: Impact on equality & socio-economic disadvantage		
	10	
Annex B: Programme Stakeholders, Milestones and Agreed Outcome Indicators.....		19

1.Introduction

NES directorate or department: Workforce Directorate – Leading to Change

Equality, Fairer Scotland and Children's Rights Impact Assessments help us make good decisions. The process helps us think about how we can:

- Take action to advance equality
- Eliminate unlawful discrimination, harassment and victimisation
- Foster good relations
- Develop better technology, education and learning and workforce planning solutions to contribute to Scotland's health and care
- Support us to be a diverse and inclusive employer
- Demonstrate how we have considered equality and children's rights in making our decisions.

Impact Assessment is a helps us to consider how our work will meet the Public Sector Equality Duty and it is an important way to mainstream equality into our work at NES.

2.Purpose/objective of proposed work

This EQIA covers the Scottish Directors of Public Health (SDsPH) Leadership Development Programme which was researched, scoped and planned in 2022 and took place 2023-2025. This programme formed part of Leading to Change, the National Leadership Development Programme (NLDP) as one of a series of sustainable Development offers for specific professional cohorts, to work on further enhancing and growing their leadership capacity and capability in line with their roles and priorities in a post-Covid environment.

Leading to Change, the NLDP for health, social work and social care, is a collaborative development of the Scottish Government and NHS Education for Scotland (NES) as delivery partners, with engagement from Scottish Social Services Council (SSSC) and wider health, social work and social care stakeholders in Scotland. It aims to enable informal

and formal systems leadership across an integrated workforce (health, social care and social work) via leadership development and support activity tailored to individuals at every level in the system. It will also support the delivery of ambitions in the [Health and Social Care National Workforce Strategy](#), [NHS COVID Recovery Plan](#) and the future [National Care Service](#). It acknowledges the importance of developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working. Not only can these help to improve the culture and the wellbeing of our staff but ultimately enable better outcomes for the people that use or need our services. These programmes are designed to focus on both individual leadership development needs and how leaders can be more effective at working collaboratively as a cohort with each other and within the Health, Social Work and Social care system.

The Scottish Directors of Public Health (SDsPH) Leadership Development Programme was created with and for a group of fourteen Scottish Directors of Public Health (or those in acting or interim roles from the fourteen territorial health boards in Scotland) and the Director of Public Health in Public Health Scotland (PHS). The programme was informed by substantial scoping and consultation work undertaken by NES with key stakeholders from the Public Health system and was co-designed with the Directors of Public Health themselves, led by a programme delivery team from Animate, who won the contract to design and deliver the programme, with Research for Real acting as an embedded learning partner.

The intended outcomes of the programme were:

- The programme will have contributed to development of a leadership learning community for Directors of Public Health, their deputies, and the broader public health system, supporting capacity building and succession planning for Directors of Public Health, wider public health leadership and improved population health outcomes.
- Participants on the programme have defined the role of Directors of Public Health at National, Regional, Local and Professional levels, with and in the context of the broader public health system, (Scottish Government, Public Health Scotland, NHS Board Chief Execs, Localities, Community Planning Partnerships) and agreed ways of undertaking the role within the broader public health system.
- Participants will have developed greater levels of leadership capability to work collaboratively within their own localities and collaboratively as

a Directors of Public Health cohort together and across the public health system.

- Participants will work better with competing tensions and balance their influence and contribution to the national public health agenda, whilst influencing their local systems and collaborating to implement practical solutions to health inequalities and population health agendas.
- Directors of Public Health will talk and think well together, they will welcome challenge, explore their different perspectives, build consensus, and can articulate a collective position on key issues. They will individually and collectively practice and model these skills and behaviours within the World Class Public Health System e.g., in localities, teams, organisations and the broader system. They will participate and contribute to a sustainable leadership learning community post-programme.

The 12-month programme began in December 2022 with a two-day module for the Directors of Public Health, followed by monthly sessions (mostly online) which alternated between dedicated sessions for the Directors of Public Health, extended sessions to include wider public health system stakeholders responsible for public health outcomes and some sessions with Deputy Directors of Public Health. Directors of Public Health also had the opportunity to have individual coaching from a NES Executive Coach, and to take part in small group inquiry sets and working groups on priority public health topics. Participants were also supported to continue their learning and development activities collectively for 12 months following the end of the formal programme in January 2024. Programme stakeholders and milestones can be found in Annex B.

The Directors of Public Health Leadership Development Programme contributes towards NES' Equality Outcome 7: *The attraction and selection processes for our leadership and management programmes support a leadership and Management cohort that is inclusive and representative. The provision of our leadership and management programmes supports the building of an inclusive workplace culture.*

While there was no selection process for this programme (as it was inclusive of all those in NHS Scotland in a Director of Public Health role), the provision of this programme supports the building of an inclusive culture by:

- Encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges.
- Encouraging development of core skills and practices key to an inclusive leadership learning community such as reflective practice, dialogue, coaching, collaboration, action learning and mentorship.
- Offering participants time and space to develop the necessary psychological safety, authentic trust and dialogue for undertaking the depth of work required at this level and forging relationships that offer necessary challenge and support for participant resilience and wellbeing.

This EQIA has been developed by the NES Leading to Change team as delivery partners for this programme, in partnership with stakeholders.

3.Evidence

To develop the programme, scoping conversations were undertaken by NES with key stakeholders from the public health system during March and April 2022 to gather broader system perspectives and explore opportunities for connecting key Public Health system stakeholders into the work. Scottish Directors of Public Health were also given the opportunity to share feedback on desired programme outcomes, scope, and delivery approach. An analysis of that data informed the recommendations for programme outcomes, scope and delivery approach which informed the tender for the contract. Animate Consulting won the contract, with Research for Real acting as an embedded learning partner. Prior to the formal start of the programme, there was significant engagement with other key stakeholders from the public health system including the cohort themselves, Scottish Government, COSLA and Public Health Scotland. This activity was key in scoping the needs, design and desired outcomes of leadership development for this professional cohort.

4.Summary

We have considered how this work will impact on the Public Sector Equality Duty (See Annex A). This includes how it might affect people differently, taking account of protected characteristics and how these

intersect, including with poverty and low income. This is important as a national NHS Board in our work to address health inequalities. We have also considered children's rights, our role as a corporate parent and the Fairer Scotland Duty. This work is not applicable to children's rights.

It is acknowledged that the intended cohort were selected due to their role as a Director of Public Health, so no efforts could be made to increase the diversity of programme attendees. Equality monitoring information was not obtained. The programme was specifically designed for this specific professional cohort, to work on further enhancing and growing their leadership capacity and capability in line with their roles and priorities. It is hoped that a focus on inclusive, collaborative and compassionate leadership, through programmes like this, will have a positive impact in diversifying senior leadership over time.

The impact assessment has led us to conclude currently that there is no potential for unlawful discrimination, and we have built in actions to advance equality of opportunity and foster good relations.

5. Making a difference

The impact assessment has informed the following:

Issue or Risk identified	Proposed changes/action	Timescale
It is acknowledged that the intended cohort were selected due to their role, so no efforts could be made to increase the diversity of programme attendees. Equality monitoring information was not obtained, as all programme attendees were chosen due to their role.	The programme was specifically designed for this specific professional cohort, to work on further enhancing and growing their leadership capacity and capability in line with their roles and priorities. Over time, it is hoped that a focus on inclusive leadership will have a positive impact in diversifying senior leadership.	No specific action taken.
Some participants may require reasonable adjustments to allow them to fully participate.	All participants had 1:1 Onboarding sessions with Animate prior to the programme starting, where there was the opportunity to discuss any reasonable adjustments or other alternative arrangements required in advance.	Prior to the programme starting.
Directors in remote, rural and island communities may have additional costs and time requirements to attend.	Those who work in Island Boards were offered support with travel costs to enable them to participate in the in-person sessions.	Prior to the programme starting.

6. Monitoring

Detailed learning and evaluation reports were produced during the delivery of the programme and a final report will be produced at the end of the programme. The cohort determined a set of 12 indicators to measure the intended outcomes from the programme (see Annex B).

The impact assessment will be reviewed after the programme completion to understand the actual impacts of the work.

7. Sign-Off

Director: Janice Gibson

Date: 23rd April 2025

Annex A: Impact on equality & socio-economic disadvantage

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
People in different age groups	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.
Disabled people	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
			<p>improvements for the communities we serve.</p> <p>We recognise that disability may impact experience, impact and preferred formats for resources and learning. All participants had a 1:1 Onboarding conversation with Animate prior to the programme starting to discuss any reasonable adjustments that might be required.</p>	
Trans and non-binary people	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
People who are pregnant or on maternity leave	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.
People from different ethnic backgrounds	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
People with religious or protected beliefs	No	No	<p>Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.</p> <p>All participants had a 1:1 Onboarding conversation with Animate prior to the programme starting, offering opportunity to discuss any dietary requirements or other adjustments that might be required due to religious or protected beliefs.</p>	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
Men and women [This may include carers, because many are women.]	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.
People who are heterosexual, lesbian, gay or bisexual	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
People who are married or in a civil partnership [only in employment situations]	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.
Care experienced people	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
People living in remote, rural and island communities	No	No	<p>Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.</p> <p>Those who work in Island Boards were offered support with travel costs to enable them to participate in the in-person sessions.</p>	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.
People experiencing health inequalities caused by socio-economic	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
disadvantage			thought that will lead to improvements for the communities we serve.	working, which contribute to an inclusive workplace.
People experiencing employment inequalities caused by socio-economic disadvantage	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to improvements for the communities we serve.	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.
Carers	No	No	Yes. The intended programme outcomes include encouraging communication and collaboration across different localities, environments and perspectives to collectively and proactively approach system challenges, offering diversity of thought that will lead to	As part of Leading to Change, the NLDP, this programme has an emphasis on developing leadership practices and behaviours which role model the values of kindness, compassion and collaborative working, which contribute to an inclusive workplace.

Relevant group	Could your work result in unlawful discrimination?	Could your work put people at a disadvantage/ make their lives worse?	Can your work advance equality of opportunity [reduce disadvantage, meet needs, increase participation]	Can your work foster good relations? [reduce prejudice + increase tolerance]
			improvements for the communities we serve.	

Annex B:

Stakeholders

Stakeholder Group	Name
Scottish Government	Michael Kellet – Director of Population Health. Richard Foggo – Director, COVID-19, Public Health then Co Director of Population Health Marion Bain - Interim Deputy Chief Medical Officer Christine McLaughlin – Co Director of Population Health
Public Health Scotland	Angela Leitch – Chief Executive Paul Johnston – Chief Executive – from March 2023
COSLA	Nicola Dickie – Director, People Policy
Scottish Directors of Public Health – leads for this work and office bearers for Scottish Directors of Public Health	Susan Webb – Director of Public Health – NHS Grampian and Leadership Development Lead, Chair of SDsPH Dona Milne – Director of Public Health, NHS Lothian, Workforce Development Lead, Vice Chair of SDsPH
Scottish Directors of Public Health	The group of fourteen Scottish Directors of Public Health (or those in acting or interim roles from the fourteen territorial health boards in Scotland) and the Director of Public Health in Public Health Scotland (PHS)
World Class Public Health System workstream	Dr Jennifer Champion - Interim Deputy Director of Public Health NHS Forth Valley now Acting Director of Public Health, NHS Forth Valley DPH lead on a World Class Public Health System

	Susan Webb - Director of Public Health – NHS Grampian and Leadership Development Lead
--	---

Programme Milestones

Date	Key features
March-May 2022	Significant groundwork: identified key leadership development needs and programme approach
May-June 2022	Programme established as part of Leading to Change: project specification for facilitation of leadership programme
August 2022	Appointment of Animate as delivery partners
From October 2022	Programme Design, Planning and On-boarding interviews: established profile of participants and challenges for the programme
1 st session: Launch of programme Edinburgh (2 days), Dec 2022	Introduction and developing our own programme outcomes
Jan-Feb 2023	Starting Point survey (N=11)
2 nd session: On-line, Jan 2023	Extending the DPH cohort to include Deputies & equivalents

3 rd session: Edinburgh, Feb 2023	Focus on preparation for forthcoming session with Scottish Government. Followed by a briefing on SDPH priorities
4 th session: Edinburgh, March 2023	First joint meeting with PHS and SG Directorate of PH
5 th Session: Edinburgh, April 2023	Debriefing
6 th session: Online, June 2023	Explored locality working and working groups
7 th session: Edinburgh, June 2023	Explored roles of office bearers Narrative development: Holding Up the Mirror
8 th session: Online, August 2023	An exploration of multiparty collaborations
9 th session: Edinburgh, Sept 2023	Second joint meeting with PHS and SG Directorate of PH – focus on the experience of the Short Life Working Groups and the Population Health Strategy and Delivery Plan
10 th session: Edinburgh, Nov 2023	Focus on review of decision making as a group and how we are working with the wider public health system Narrative development: Now with Hindsight
11 th session: Edinburgh, Dec 2023	Final session exploring working with difference in practice, reviewing and feedback to each other Narrative development: So, now with foresight
Dec-Jan 2024	Final survey (N=10) Alumni Year commences
February 2024	National Stakeholder interviews (N=4)

Agreed Outcome Indicators

- 1) As DPHs, we have a shared understanding of our role at the national level in relation to Public Health Scotland and the Scottish Government.
- 2) Our expertise and contribution are actively sought, valued, and acknowledged by our key national partners.
- 3) We adopt agreed ways of undertaking the role of Directors of Public Health within the broader public health system that are based on working collaboratively at a local and national level.
- 4) As DPHs, we have a shared understanding of our role at Regional, Local and Professional levels.
- 5) As a group we have authentic trust and genuine dialogue amongst us. We talk and think well together, share our own and explore different perspectives.
- 6) We openly disagree at times, welcome challenge without defensiveness, and build consensus where this is needed.
- 7) We can articulate a collective position on key issues and represent others where appropriate, with acknowledgement of where individual and local views may differ.
- 8) As leaders we individually and collectively practice and model collaborative skills and behaviours in our teams, localities and when we represent DPHs in other groups, seeking to support and spread collaborative working at all levels.
- 9) We are each able to navigate the competing tensions of our role and feel welcome and able to contribute on equal terms in local and national groups.

- 10) Our immediate teams benefit from our confidence in our role and feel involved in the shaping and direction of our work.
- 11) Our actions together offer support for capacity building, succession planning and workforce development.
- 12) We see ourselves as a learning community, committed to continuing to learn together, alongside our deputies, and key partners in the broader public health system.