

Equality Impact Assessment Report

Title: Leading to Change Events and Engagement

NES directorate or department: ODLL - Leading to Change (L2C)

Date Report Completed: 12/07/2024

Introduction

Equality Impact Assessment is a process that helps us to consider how our work will meet the three parts of the Public Sector Equality Duty. It is an important way to mainstream equality into our work at NES and to help us:

- Take effective action on equality.
- Develop better policy, technology, education and learning and workforce planning solutions for health, social care and a wide range of our partners, stakeholders and employees.
- Demonstrate how we have considered equality in making our decisions.

The Leading to Change programme of work serves those across the entire health, social work and social care workforce of Scotland and aims to provide accessible, equitable and inclusive leadership development, talent management and succession planning offers to leaders at all levels.

One of the aims for Leading to Change is to increase awareness of the benefits that come from leading with kindness and inclusion. We want to encourage collaborative working across sectors and create safe spaces for discussion and further learning. We also spotlight best practice in leadership development across sectors through a variety of events and engagements. From bite-sized learning opportunities to connecting with leaders across the system, we offer a range of different events and share those from partner organisations and wider teams too. We also engage with our wider community through our newsletters and social media.

To ensure these are fit for purpose and meet the goal of leadership development for leaders at all levels across sectors, evaluation is key to measure impact. We run evaluation for each event and engagement and provide reporting on levels of engagement on a quarterly basis as well as at the end of each financial year. It is core to the programme that we develop and deliver all events and engagement collaboratively with stakeholders across Scotland and we iterate based on feedback and engagement intelligence. All our events are hosted and facilitated by members of our team, and we engage in post event reflective practice immediately after each event and as a wider team on a regular basis.

The Leading to Change Events and Engagement work is relevant to Equality Outcome 6: *Our approach to digital design enables and facilitates equality and equity of access using digital and technology through the pillars of accessibility, accommodation, acceptability, availability, and affordability.*

Evidence

Our events and engagement team is made up of members of the L2C team responsible for leading on the design and facilitation of events, PMO and comms. The team meet monthly to review all requirements for events that are both live and in plan, to proactively manage marketing and comms plans, review feedback and consider improvements in line with NES Inclusive Education and Learning Policy. Working collaboratively with stakeholders at all levels across social care, social work and health, we also have a small content group from across organisations employed in social work, social care and third sector spaces and a Communications and Engagement group across health, local authorities and third, voluntary and independent organisations and these two groups help us

understand the trends, themes and challenges in running accessible, quality events for those working in our shared sector spaces.

We carry out inquiry with our stakeholders on an annual basis to explore the benefits, requirements and themes of Leading to Change events and to shape their future development to meet a range of needs of leaders at all levels.

While efforts are made to engage with a broad variety of stakeholders, it is recognised that this programme is trying to impact many people and there may be gaps. We will therefore continue consultation and seek feedback for continuous improvement of our events and engagement activities and offers.

L2C events aim to influence workforce culture by increasing understanding of leadership development, which will benefit everyone. Our engagement and events are designed to be accessible to all within the social work, social care and health workforce regardless of employer or volunteer organisation. We do not restrict access based on sector, role or level to any of our open events. We design events to be accessible on the widest range of devices, systems and browsers possible and participants do not need to own their own device, have a MS Teams account or sign up a platform to access our events. All our events are free to access and attend and we have a higher ratio of online events to remove travel and subsistence costs for our participants. Providing a psychologically safe space to all participants and contributors is a priority to ensure that all feel welcome and are safe. We contract in all events to agree as a participant group the 'ways of working' within each event, explicitly naming respect, humility, curiosity, kindness and an assumption of good intent. Where appropriate we provide confidentiality and all feedback and evaluation is shared as collective data unless individuals have provided us with their permission to share quotes or statements. We provide experienced facilitators within our events and breakout rooms to support open, safe and respectful dialogue and connection and technical support for anyone lacking confidence or having technical issues.

In our in-person events we provide all the above support where applicable and provide the physical support required for accessibility requirements and different needs. We work with employing organisations to encourage digital access, physical access and support to raise awareness of our events to all and use a range of marketing materials both digital and physical.

Assessment

We have considered how this work will impact on the Public Sector Equality Duty. This includes how it might affect people differently, taking account of protected characteristics and how these intersect, including with poverty and low income. We have also considered children's rights where appropriate.

The EQIA has been developed alongside the development of our event and engagement offerings. These offerings are aimed at everyone across our health, social care and social work workforce in Scotland. This offers both opportunity and challenge for all participants including those with protected characteristics. Generating engagement and attendance at events can be difficult and content will land differently depending on location, workplace, sector, background, knowledge and experience.

There are several known barriers when it comes to accessing events focused on personal and professional development. Some people feel conflicted about using their work time for their own development or may not feel supported by their manager to do so. Some individuals may not feel included in the term "leader" – we talk about leaders at all levels, and leadership being an activity

more than a title, but this will not translate for everyone. Some may find content and resources that we share patronising, where others will need more of an entry-level approach. It is key to make sure that the language we use is relevant to the audiences we want to reach and that the content and applications are relevant and tailored. It is also important that we showcase a diverse range of leaders, to provide role models across Scotland that different people can identify with and that our content includes diverse perspectives.

A Fairer Scotland Assessment requires public authorities to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. We have included our Fairer Scotland Assessment in this Equality Impact Assessment.

The programme’s intention is to be physically and digitally accessible, to provide psychologically safe spaces for connection and learning, and to consistently use evaluation and enquiry to provide our audiences with relevant, high quality and valuable events.

We have also considered the potential programme impact for each protected characteristic:

Protected Characteristic / Population Group	Positive / Negative / Neutral Impact	Rational
<p>Age</p> <ul style="list-style-type: none"> • <i>Children/Young People – including consideration of children’s rights.</i> • <i>Adults</i> • <i>Older age groups</i> 	<p>Positive</p>	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>We recognise that age may impact experience, language use and preferred formats for resources and learning. We provide a range of events, resources and different ways to engage with us to accommodate this. We also highlight a diverse range of voices from the sectors, including a range of ages.</p> <p>No impact on children’s rights is anticipated.</p>
<p>Disability <i>(incl. physical/ sensory/ learning disabilities, neurodiversity, communication needs, mental health)</i></p>	<p>Positive</p>	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>We recognise that different accessibility needs may impact experience, attendance and opportunities for engaging with our content. We review all resources against accessibility guidelines and provide a range of formats to accommodate different needs and preferences.</p>

		<p>Some of our events may discuss different aspects of disability and focus on increasing understanding of different perspectives. We also offer spaces to discuss barriers and promote conversations about allyship and understanding of bias.</p> <p>When we collaborate with speakers who will speak about their disability, we need to make sure they are given appropriate support and that we do our best to create psychologically safe spaces for them.</p> <p>Given the number of different ways this protected characteristic could interact with L2C events and engagement, we will work to create an “Inclusive Event and Engagement” checklist against which we can review all offerings and make sure they meet high standards for accessibility and inclusion.</p>
Pregnancy and Maternity	Positive	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>No additional impact is anticipated for this protected characteristic.</p>
Marriage/civil partnership (Protected characteristic in relation to employment)	Positive	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>No additional impact is anticipated for this protected characteristic.</p>
Gender Reassignment	Positive	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>No additional impact is anticipated for this protected characteristic but given sensitivity and media discourse,</p>

		<p>communication and stakeholder feedback will be key to make sure the programme does not cause harm by perpetuating any stereotypes or prejudices. If we offer spaces to listen and learn from individuals with lived experience, we will make sure they are given full support and that we do our best to create psychologically safe spaces for them.</p>
Race/Ethnicity	Positive	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>Some of our events may discuss on race/ethnicity and increasing understanding of different cultures and backgrounds. We also offer spaces to discuss barriers and promote conversations about allyship and understanding of bias and microaggressions.</p> <p>When we collaborate with speakers who will speak about their race/ethnicity, we need to make sure they are given appropriate support and that we do our best to create psychologically safe spaces for them.</p> <p>We will also need to make sure that those with this protected characteristic are not burdened by being seen as teachers and mentors in this space by those wishing to increase their own understanding, potentially causing trauma and/or unpaid emotional labour. Event guidelines and resources should be clear about how to reduce harm and take individual ownership.</p>
Religion/Faith (including none)	Positive	<p>L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location.</p> <p>Some of our events may feature discussion on faith/religion and increasing understanding of different cultures and backgrounds. When we collaborate with speakers who will speak about their religion/faith, we need to make sure they are given appropriate support</p>

		and that we do our best to create psychologically safe spaces for them.
Sex	Positive	L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location. No additional impact is anticipated for this protected characteristic.
Sexual Orientation	Positive	L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location. Some of our events may feature discussion about sexual orientation and increasing understanding of lived experience. When we collaborate with speakers who will speak about their sexual orientation, we need to make sure they are given full support and that we do our best to create psychologically safe spaces for them.
Socio-economic status	Neutral	L2C events and engagement aims to provide leaders at all levels across health, social care and social work with a common understanding about what inclusive leadership. We focus a lot on the importance of kindness and compassion, as well as how to work collaboratively across roles, sectors and location. Our events and resources are free to access online, and we aim to develop a range of offerings to support accessibility for all employees across the sectors.
Different sectors	Positive	L2C events and engagement is designed for the social work, social care and health workforce. We have consulted with stakeholders across the sectors and will continue collaboration to ensure that this programme speaks to the different needs of people across the sectors. We will continually work to shine a light on diverse voices across the sector and promote learning opportunities that align with our values of kind, compassionate and inclusive leadership.

L2C events and engagement aim to influence workforce culture by increasing understanding of inclusive leadership development, which will benefit everyone. There are areas where we can make sure we take action to make our offerings psychologically safe spaces for attendees and facilitators, take steps to ensure our offerings are accessible and promote diverse perspectives through the content we share with our community.

Next Steps

The Equality Impact Assessment has informed the following actions:

- Continued consultation with stakeholders to include diverse perspectives.
- The commitment to review all signposted and developed resources for accessibility, inclusion best practices and links to mental health support.
- The commitment to review all requirements for events that are both live and in plan, to proactively manage marketing and comms, review feedback and consider improvements in line with NES Inclusive Education and Learning Policy and other inclusive event guidelines as relevant and available.
- The commitment to maintain an intersectional point of view across the programme and regularly review the impact of the programme.
- The commitment to regularly review this equality impact assessment.

The evidence shows that there is no potential for unlawful discrimination and we have built in actions to advance equality of opportunity and foster good relations.

Sign-off

Director: Janice Gibson

Author to add Date: 26th July 2024