

# Equality and Children's Rights Impact Assessment (Stage 1)

**This is a legal document as set out in the**

- **Equality Act (2010), the Equality Act 2010 (Specific Duties) (Scotland) regulations 2012,**
- **the UNCRC (Incorporation) (Scotland) Act 2024,**

**and may be used as evidence for cases referred for further investigation for compliance issues.**

**Completing this form helps you to decide whether or not to complete to a full (Stage 2) EQIA and/or Children's Rights and Wellbeing impact Assessment (CRWIA). Consideration of the impacts using evidence, and public/patient feedback may also be necessary.**

## **Question 1: Title of Policy, Strategy, Redesign or Plan**

NHS Fife: Our Leadership Way. A guiding framework for NHS Fife to help us all be the best we can be - for our patients, service users and the population of Fife.

## **Question 2a: Lead Assessor's details**

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|-------------------|--|----------------|--|
| <b>Name</b>       | Jenni Jones  | <b>Tel. No</b> |  |
| <b>Job Title:</b> | Associate Director of Culture, Development & Wellbeing | <b>Ext:</b>    |  |
| <b>Department</b> | Workforce Directorate                                  | <b>Email</b>   | <a href="mailto:jenni.jones@nhs.scot">jenni.jones@nhs.scot</a> |

## **Question 2b: Is there a specific group dedicated to this work? If yes, what is the title of this group?**

'Our Leadership Way': Collaborative Volunteers group.

**Question 3: Detail the main aim(s) of the Policy, Strategy, Redesign or Plan. Please describe the specific objectives and desired outcomes for this work.**

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| <p><b>Aim</b></p> | <p>“Our Leadership Way” is an enabling framework, designed to provide clear guidance on the behaviours, and expectations of leaders across NHS Fife in how we lead, and lead well together, to create the conditions for us all to flourish and thrive. The alignment of this framework with wider cultural and learning reviews underway now and in the future allows NHS Fife to further strengthen our ongoing commitment to putting our people at the heart of everything we do. It has been created to have reach and relevance for leaders at all levels, ‘from the ward to the board’, regardless of grade, role, or profession. Leaders have the most significant opportunity to influence culture. Our Leadership Way is a guide for practice development, based on Fife-specific insights and the contemporary literature/evidence base.</p> <p>Now that the framework has been developed, the next phase for 2025/26 is to progress these delivery commitments, i.e. we will;</p> <ol style="list-style-type: none"> <li>1. promote the framework and curate resources that inspire, connect and have relevance for leaders at all levels, underpinned by the contemporary evidence base within Our Leadership Way.</li> <li>2. revise all recruitment job packs to include Our Leadership Way, signalling our expectations as an employer that these behaviours and practices matter in our culture(s).</li> <li>3. start to review selection arrangements for senior leadership roles to ensure that the leadership framework is included in selection tools we use to recruit to these roles.</li> <li>4. ensure every new employee is introduced to NHS Fife’s leadership framework via the refreshed NHS Fife Corporate Induction programme (from May 2025 onwards).</li> <li>5. introduce a leadership development network/community that is open to all leaders at all levels, to learn, inspire, and exchange insights together.</li> <li>6. ensure all new leadership development activities reflect the shared leadership philosophy of Our Leadership Way, and continually evaluate for impact against the indicators outlined in the framework.</li> <li>7. collaborate to ensure alignment of Our Leadership Way with the aspirations outlined in the NHS Fife Change model in all new change/leadership capability building offers.</li> <li>8. review our suite of management development training programmes, ensuring our leadership framework is embedded throughout, commencing with promoting attendance training.</li> <li>9. ensure reward and recognition initiatives align with the leadership framework. Our first focus will be on the 2025 Staff Awards.</li> </ol> |
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#### Question 4: Identifying the Impacts in brief

Consider any potential Impacts whether positive and/or negative including **social and economic impacts** and human rights. Please note, in brief, what these may be, if any. **Please do not leave any sections blank.**

| Relevant Protected Characteristics | Impacts negative and positive<br>Social / Economic/ Human Rights  |
|------------------------------------|---|
| All domains                        | <p>The ethos of our leadership way is to create workplace conditions for everyone to flourish and thrive. It seeks to establish the types of behaviours we expect/hope to see from leaders at all levels regardless of grade, role or profession here in NHS Fife. By focusing on the behaviours of being adaptive, compassionate and collaborative, we will nurture, encourage and benefit from everyone's contributions, maximising our collective opportunities to create a great place to work, and to deliver the kind of excellent care we are all proud of.</p> <p>If the leadership framework is implemented properly, it will help embed a culture that builds engaged, positive relationships with leaders, team members with team members and individual employees, protecting all employees from discrimination.</p> <p>It will help NHS Fife to:</p> <ul style="list-style-type: none"><li>• have healthy conversations about behaviours and support leaders with their teams in the adoption of the behaviours in everyday interactions with one another, encouraging respect, and positive regard for others.</li><li>• Continually improve staff experience, wellbeing and resilience, and reinforce our long-standing commitment to placing our people and our workplace cultures at the heart of everything we do.</li><li>• Attract and retain talented committed people, increasing our reputation and lived experiences of being an Employer of choice.</li></ul> <p>The framework encourages individual leaders to reflect on their current practices as aligned with the expectations of our shared leadership ethos here in NHS Fife. It requires every leader, at every level to recognise, reflect and bring to life their leadership practices aligned to Our Leadership Way. That will need every leader to consciously think about, the things we and others feel and the things we should do.</p> <p>As seen in the section about embedding the framework in key people related activities, this signals the strength in our commitment to our people, our culture and our leadership practices here in NHS Fife.</p> <p>Our leadership framework describes the three most significant leadership behaviours we believe make all the difference, i.e. being adaptive, collaborative and compassionate. Each of these three behaviours, are distilled into four underpinning elements, to help us all better understand the behaviours. And each of these elements are further broken down, to help us see and appreciate positive indications of these in practice, helping to create confidence and capability in behaviours that have a positive impact.</p> <p>The framework is designed to embed <b>self-awareness and reflexivity</b>:<br/>The framework encourages leaders to reflect on their own cultural</p> |

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|  | <p>assumptions, privileges, and potential blind spots. This promotes continuous learning and personal accountability in creating equitable spaces.</p> <p>This will encourage leaders (at every level) to <b>model inclusive behaviours</b>: By prioritising listening, empathy, and cultural humility, leaders create psychologically safe environments where colleagues from all protected characteristics feel seen, heard, and valued.</p>   |
| <p><b>Age -</b><br/> <i>Think: adults, older age etc.</i></p> <p><i>For impacts on 0-18 year old, please refer to the below Question 5 - children's rights assessment (CRWIA).</i></p> | <p>14.5% of NHS Fife workforce is aged 55 and over.</p> <p>22.8% are aged under 35.</p> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to promote and enhance age diversity which in turn can foster a more inclusive workplace. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>• Employees of all ages feel valued and respected.</li> <li>• Older employees can share their extensive experience and knowledge with younger colleagues, enhancing overall team performance and mentorship opportunities. And conversely, younger employees can offer new and different perspectives, all ages learning and exchanging generational intelligence and wisdom.</li> <li>• Help with understanding differences in generational norms or tensions, and communication styles and enabling biases to be challenged.</li> <li>• Encouraging leaders to understand and age-related biases, the framework can help reduce ageism and create a more supportive environment for older and younger workers.</li> <li>• An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>• Differences in work styles and expectations between younger and older employees could lead to misunderstandings or conflicts. We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul> |
| <p><b>Disability –</b><br/> <i>Think: mental health, physical disability, learning disability, deaf, hard of hearing, sight loss etc.</i></p>  | <p>Within the Staff in Post, the disability status of the staff in post shows:</p> <ul style="list-style-type: none"> <li>• 29.11% of employees have provided details on their disability status</li> <li>• 70.89% of employees have either confirmed they don't know (0.22%), have omitted the information (28.10%), or indicated they prefer not to say (42.56%).</li> <li>• 3.28% of employees identified themselves as Disabled</li> </ul> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p>  |

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|   | <p>The leadership framework is designed to be promote and enhance disability inclusivity, for all employees. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <ul style="list-style-type: none"> <li>• In terms of the culture, positive impacts include employees with disabilities feel valued and respected.</li> <li>• Implementing the framework can lead to better accessibility in the workplace, benefiting all employees.</li> <li>• Help with understanding differences in cultural norms and communication styles and enabling biases to be challenged,</li> <li>• Encouraging leaders to understand and appreciate different lived experiences can help reduce stigma and create a more supportive environment.</li> <li>• An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>• We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul>   |
| <p><b>Race and Ethnicity –</b><br/> <i>Note: Race = “a category of humankind that shares certain distinctive physical traits” e.g. Black, Asian, White, Arab</i></p> <p><i>Ethnicity = “large groups of people classed according to common racial, national, tribal, religious, linguistic or cultural origin/background”</i></p> <p><i>Think: White Gypsy Travellers, Black African, Asian Pakistani, White Romanian, Black Scottish, mixed or multiple ethnic groups.</i></p> | <p>Within the Staff in Post, the ethnicity distribution of the staff in post shows: 68.70% of staff have provided details on their ethnicity</p> <p>31.30% have either confirmed they don't know (0.29%), have omitted the information (16.02%), or indicated they prefer not to say (14.99%).</p> <p>54.66% of employees identified as White Scottish</p> <p>5.12% of employees identify as African, Asian, Caribbean, Black and Mixed or Multiple Ethnic Groups (including “Don't Know”)</p> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to be promote and enhance inclusivity, for all employees. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>• Feeling valued and respected.</li> <li>• Help with understanding differences in cultural norms and communication styles and enabling biases to be challenged.</li> <li>• Encouraging leaders to understand and appreciate different cultural perspectives can improve team dynamics and collaboration</li> <li>• Reducing discrimination, will help reduce stigma and create safer environments for all.</li> <li>• An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p>Negative impacts, or watchpoints include</p> |

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|   | <ul style="list-style-type: none"> <li>We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul>  |
| <b>Sex –</b><br><i>Think: male and/or female, intersex, Gender-Based Violence</i>             | <p>Within the Staff in Post, the sex of the staff in post shows:</p> <ul style="list-style-type: none"> <li>84.57% of staff identifies themselves as female.</li> <li>15.41% of staff identifies themselves as male.</li> </ul> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to be promote and enhance inclusivity, for all employees. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>Feeling valued and respected.</li> <li>Help with understanding stereotypes and enabling biases to be challenged.</li> <li>Reducing discrimination, actively addressing biases, will help reduce stigma and create safer environments for all.</li> <li>An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p><b>Menopause</b> - our employee demographics indicate a high proportion of employees are female and some are potentially in the age bracket for experiencing the menopause. Inherent in the framework is our commitment to health and wellbeing of our workforce, by leaders creating the conditions and focus on good working relationships, it is hoped/envisaged that employees will feel more confident and comfortable talking about issues that may impact on work delivery.</p> <p>Changes in behaviour may be a result of issues such as <b>domestic abuse</b>, the behaviour framework needs to link with HR policies around domestic abuse. Again, regular communication aims to improve working relationships so that individuals feel enabled, comfortable and confident raising these personal concerns through conversations with their manager, being signposted to seek support in the best way.</p> <p>NHS Fife is in the process of applying for the Equally Safe at Work accreditation, which further underlines our commitment to advancing gender equality, tackling workplace barriers for women, and fostering a zero-tolerance culture toward violence against women.</p> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul> |
| <b>Sexual Orientation -</b><br><i>Think: lesbian, gay, bisexual, pansexual, asexual, etc.</i> | <p>Within the Staff in Post, the sexual orientation of the workforce shows:</p> <ul style="list-style-type: none"> <li>54.27% of staff have provided details on their Sexual Orientation</li> <li>51.95% of employees identified themselves as Heterosexual</li> <li>2.33% of the workforce identified themselves as Bisexual (1.02%), Gay /</li> </ul>  |

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|   | <p>Lesbian (1.07%) or other (0.24%).</p> <ul style="list-style-type: none"> <li>45.73% have either confirmed they don't know (0.17%), have omitted the information (16.53%), or indicated they prefer not to say (29.02%).</li> </ul> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to be promote and enhance inclusivity, for all employees Promoting inclusivity can foster a more welcoming and supportive workplace.</p> <p>The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>Feeling valued and respected, regardless of sexual orientation.</li> <li>Help with understanding and celebrating diversity.</li> <li>Reducing discrimination, actively addressing biases, will help reduce stigma and create safer environments for all</li> <li>An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul> |
| <p><b>Religion and Belief -</b><br/> <i>Note: Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief including a lack of belief.</i></p> <p><i>Think: Christian, Muslim, Buddhist, Atheist, etc.</i></p> | <p>Within the Staff in Post, the religion and / or belief distribution of the staff in post shows:</p> <ul style="list-style-type: none"> <li>64.7% of staff have provided details on their Religion or Belief</li> <li>36.54% of employees identified as holding no religion and / or belief</li> <li>28.16% of the workforce identified as holding a religion and / or belief.</li> <li>35.3% have either confirmed they don't know (0.18%), have omitted the information (16.98%), or indicated they prefer not to say (18.15%).</li> </ul> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to be promote and enhance inclusivity, for all employees. Promoting inclusivity can foster a more welcoming and supportive workplace. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>Feeling valued and respected, regardless of faith or beliefs</li> <li>Help with understanding and celebrating diversity.</li> <li>Reducing discrimination, actively addressing biases, and create safer environments for all.</li> <li>An inclusive workplace can help retain valuable talent, reducing</li> </ul>                   |

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|   | <p>turnover costs and maintaining continuity.</p> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>• We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul>   |
| <p><b>Gender Reassignment –</b><br/> <i>Note: transitioning pre and post transition regardless of Gender Recognition Certificate</i><br/> <i>Think: transgender, gender fluid, nonbinary, etc.</i></p>  | <p>The number of employees who have responded Yes to this Protected Characteristic is considered as person identifiable, hence no illustration of %'s or numbers are offered.</p> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to be promote and enhance inclusivity. Promoting inclusivity can foster a more welcoming and supportive workplace. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>• Feeling valued and respected.</li> <li>• Help with understanding and celebrating diversity.</li> <li>• Reducing discrimination, actively addressing biases, will help reduce stigma and create safer environments for all.</li> <li>• An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>• We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul> |
| <p><b>Pregnancy and Maternity –</b><br/> <i>Note: Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after birth.</i><br/> <i>Think: workforce maternity leave, public breast feeding, etc.</i></p> | <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to be promote and enhance inclusivity, for all employees. Promoting inclusivity can foster a more welcoming and supportive workplace. The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>• Feeling valued and respected</li> <li>• Reducing discrimination, actively addressing biases, will help reduce stigma and create safer environments for all.</li> <li>• An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> <li>• Embracing family-friendly policies can contribute to broader economic growth by maximising the potential of all employees</li> </ul> <p>Negative impacts, or watchpoints include</p>  |



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|   | <ul style="list-style-type: none"> <li>We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul>   |
| <p><b>Marriage and Civil Partnership –</b><br/> <i>Note: Marriage is the union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as a civil partnership.</i></p> <p><i>Think: workforce, inpatients visiting rights, etc.</i></p> | <p>NHS Fife has marital status data for 100% of employees. Within the Staff in Post, the marital status of the workforce shows:</p> <ul style="list-style-type: none"> <li>53.06% of staff identified have responded that they are Married or in a Civil Partnership</li> <li>41.29% of employees identified themselves as Single</li> <li>The remaining workforce have identified themselves as being Divorced / Dissolved Civil Partnership, or Widowed.</li> </ul> <p>Our leadership framework is intended over time to have positive impacts on underrepresented groups in our workforce, by creating consistent and shared positive leadership behaviours that align with inclusive leadership, including increasing understanding and awareness of inequalities.</p> <p>The leadership framework is designed to promote and enhance inclusivity, for all employees. Promoting inclusivity can foster a more welcoming and supportive workplace.</p> <p>The framework is designed to harness the leadership behaviours that bring out the best in ourselves and each other, which in turn influence culture.</p> <p>In terms of the culture, positive impacts include</p> <ul style="list-style-type: none"> <li>Feeling valued and respected</li> <li>Help with understanding and celebrating diversity.</li> <li>Reducing discrimination, actively addressing biases, will help reduce stigma and create safer environments for all.</li> <li>An inclusive workplace can help retain valuable talent, reducing turnover costs and maintaining continuity.</li> </ul> <p>Negative impacts, or watchpoints include</p> <ul style="list-style-type: none"> <li>We recognise culture change can feel challenging for some and will support teams through change with open dialogue and leadership visibility.</li> </ul> |

### Question 5: Children's Rights & Wellbeing Impact Assessment

From July 2024, the UNCRC is enforceable by law. This means public bodies must act compatibly with children's rights. Please consider here any impacts of your proposal on children's rights as per the [UNCRC](#) articles. The UNCRC applies to all under 18s, with no exceptions.

Even if your proposal does not directly impact children, there may be indirect impact, so please work through the below regardless.

| UNCRC Right  | Anticipated Impacts & Relevant Mitigations  |
|--|---|
| <p><b>Article 3 - Best Interests of the Child</b><br/> <i>Note: Consideration to how any proposal may impact children must be made. Decisions must be made whilst considering what is best for children.</i></p> | <p><b>Role Modelling:</b> Leaders who demonstrate inclusive and respectful behaviours can serve as positive role models for their children, fostering values of equality and respect.</p> <p><b>Culture</b> By developing a framework to support collaboration, compassion and adaptability across the workforce culture and the workplace 'emotional</p> |

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|   | <p>environment' will be supported enhancing emotional wellbeing and the mood people take from work with potential for a positive impact at home.</p> <p>Adoption of the framework should lead to a positive culture and appealing organisation to work for, especially for the younger workforce ahead.</p> <p>Utilising the framework as a guide in how we shape early career programmes such as employability routes into work and throughout career pathways, as well as used as cornerstone in our external collaborations with e.g. Fife College or St Andrew's University can further help us reinforce how inclusivity shapes our future workforce pipeline potential.</p> <p>There are no adverse impacts from this policy identified.</p> |
| <p><b>Article 6 &amp; 19- Life, Survival and Development &amp; Protection</b><br/> <i>Think: Children have the right to life. Governments should make sure that children develop and grow healthily and should protect them from things or people which could hurt them.</i></p>  | <p><b>Role Modelling:</b> Leaders who demonstrate inclusive and respectful behaviours can serve as positive role models for their children, fostering values of equality and respect.</p> <p><b>Culture</b> By developing a framework to support collaboration, compassion and adaptability across the workforce culture and the workplace 'emotional environment' will be supported enhancing emotional wellbeing and the mood people take from work. with potential for a positive impact at home</p> <p>There are no adverse impacts from this policy identified.</p>   |
| <p><b>Article 12 &amp; 13 – Respect for Children's Views and Access to Information</b><br/> <i>Note: every child has the right to have a say in decisions that affect them this could include making a complaint and accessing information.</i></p>   | <p>There are no adverse impacts from this policy identified.</p>   |
| <p><b>Article 22 &amp; 30 – Refugee &amp;/or Care Experienced Children</b><br/> <i>Note: If a child comes to live in the UK from another country as a refugee, they should have the same rights as children born in the UK. Some children may need additional considerations to make any proposal equitable for them (e.g. The Promise, Language interpretation or cultural differences).</i></p> | <p>There are no adverse impacts from this policy identified.</p>   |
| <p><b>Article 23 – Disabled Children</b><br/> <i>Note: Disabled children should be supported in being an active participant in their communities.</i></p> <p><i>Think: Can disabled children join in with activities without their disability stopping them from taking part?</i></p>   | <p>There are no adverse impacts from this policy identified.</p>   |
| <p><b>Article 24 &amp; 27 – Enjoyment of the Highest Attainable Standard of Health</b><br/> <i>Note: Children should have access to good quality health care and environments that enable them to stay healthy both physically and mentally.</i></p>  | <p>There are no adverse impacts from this policy identified.</p>   |

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| <i>Think: Clean environments, nutritious foods, safe working environments.</i>  |   |
| <b>Other relevant UNCRC articles:</b><br><i>Note: Please list any other <a href="#">UNCRC</a> articles that are specifically relevant to your proposal.</i> | There are no adverse impacts from this policy identified. |

**Question 6: Please include in brief any evidence or relevant information, local or national that has influenced the decisions being made. This could include demographic profiles, audits, publications, and health needs assessments.**

The development of a new leadership framework required engagement, and we intentionally sought to co-produce the framework here in NHS Fife. No formal consultation was required or undertaken. At its heart, the framework aims to set a compass for the leadership behaviours, that matter the most. It aims to help us all to recognise the way in which we lead, and lead well together, how we build positive relationships and so forms a bigger part of the cultural change work stimulated by our Population Health Strategy – Living well, working well and flourishing well in Fife 2023-2028.

Recognising cultural change is hard, and people own what they help create, our intentions were to create a meaningful framework, one that has reach and relevance for all colleagues in NHS Fife, and one that focused on growth and enablement of the behaviours that make all the difference in the workplace. Learning to lead takes lots of practice, and leaders have the most significant opportunity to influence culture.

#### **Local inquiry and coproducing a framework for Fife, by Fife.**

During 2024, we stood up an organisational wide inquiry process, that would enable us to bring forward a clear line of sight on the leadership behaviours that bring out the best in us (the best of us as leaders, and those that bring out the best in our teams). We started our inquiry with the Systems Leadership group in June 2024. 46 senior leaders attended a half-day session, to exchange stories, insights and practices. This generated a first and rich description of the behaviours that mattered the most. Using this first description the collaborative volunteer's group, went on to further describe the emerging behaviours in practice, that would then be used extensively to inquire further with the wider organisation. 12 on-line inquiry sessions, open to all, regardless of role, geography, grade or profession were held. And 12 face-to-face sessions with services, forums and groups, interested to learn more, and bring their voices and influences, to the emerging framework. The framework evolved, iteratively across all 24 sessions, with the collaborative volunteers group reviewing and considering the emerging descriptions of what Our Leadership Way looks like in practice. Circa 350 colleagues from across NHS Fife contributed to the formation of the framework, with many reflecting on its inclusive, enabling and nurturing opportunity to create and sustain healthy working cultures, especially through the opportunity of leaders to role model, set the tone and expectations of how we all want to experience and work around here.

The evidence base on leadership in the NHS is extensive, and we have ensured that our local NHS Fife leadership framework is also rooted in the contemporary evidence base. These 3 articles are illustrative of this evidence base.

- [What Is Compassionate Leadership? | The King's Fund \(kingsfund.org.uk\)](#)
- [Compassionate Leadership: more Important Than Ever In The NHS | The King's Fund](#)
- [Leadership: Direction, Alignment, Commitment \(DAC\) Model | CCL](#)

#### **Relevant Workforce Policies**

[Equality, Diversity & Human Rights Policy | NHS Fife](#)

[Maternity Policy Overview | NHS Scotland](#)

[Parental Leave Policy Overview | NHS Scotland](#)

[Special Leave Policy Overview | NHS Scotland](#)

[Bullying and Harassment Policy Overview | NHS Scotland](#)  
[Whistleblowing Policy Overview | NHSScotland](#)  
[Breastfeeding Policy Overview | NHS Scotland](#)  
[Adoption, Fostering and Kinship Policy Overview | NHS Scotland](#)  
[Flexible Work Location Policy Overview | NHS Scotland](#)  
[Flexible Work Pattern Policy Overview | NHS Scotland](#)  
[Gender-based Violence Policy | NHS Fife](#)  
[Recruitment & Selection Policy | NHS Fife](#)  
[HR49 Menopause Policy | NHS Fife](#)

**Publications of note:**

NHS Fife Workforce Overview and Equality and Diversity Monitoring Report, 31<sup>st</sup> March 2025

[Leadership for a collaborative and inclusive future - GOV.UK](#)  
[Fair Work action plan: becoming a leading Fair Work nation by 2025 - gov.scot](#)  
[Public sector gender pay gap reporting | Audit Scotland](#)  
[Health inequalities in Scotland: an independent review - The Health Foundation](#)  
[Shattered hopes | NHS Confederation](#)  
[Executive Summary - Anti-racist employment strategy - A Fairer Scotland for All - gov.scot](#)  
[Elusive inclusivity](#)  
[bma-delivering-racial-equality-in-medicine-report-15-june-2022.pdf](#)

**Question 7: Have you consulted with staff, public, service users, children and young people and others to help assess for Impacts?**

**(Please tick)**

|     |   |    |  |
|-----|---|----|--|
| Yes | Y | No |  |
|-----|---|----|--|

If yes, **who** was involved and **how** were they involved?

All consultation was done via co-production process as described in answer to question 6.

If not, why did you not consult other staff, patients or service users? Do you have feedback, comments/complaints etc that you are using to learn from, what are these and what do they tell you?

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**Question 10: Which of the following ‘Conclusion Options’ applies to the results of this Stage 1 EQIA and why? Please detail how and in what way each of the following options applies to your Plan, Strategy, Project, Redesign etc.**

*Note: This question informs your decision whether a Stage 2 EQIA is necessary or not.*

| <b>Conclusion Option</b>   | <b>Comments</b>  |
|--|--|
| <p><b>1. No Further Action Required.</b><br/>Impacts may have been identified, but mitigations have been established therefore no requirement for Stage 2 EQIA or a full Children’s Rights and Wellbeing Impact Assessment. (CRWIA)</p>    | <p>As this framework intends to breed positive change, diversity and an inclusive culture, there are overwhelming positive impacts on protected characteristics anticipated. Any negative impacts outlined relate to resistance to change or to the inclusivity of specific groups, which NHS Fife will seek to mitigate through encouraging open dialogue and leadership visibility.</p> <p>Therefore, there is no requirement for a stage 2 EQIA for this framework.</p> |
| <p><b>2. Requires Further Adjustments.</b><br/>Potential or actual impacts have been identified; further consideration into mitigations must be made therefore Stage 2 EQIA or full CRWIA required.</p>                                    |  |
| <p><b>3. Continue Without Adjustments</b><br/>Negative impacts identified but no feasible mitigations. Decision to continue with proposal without adjustments can be objectively justified. Stage 2 EQIA /full CRWIA) may be required.</p> |  |
| <p><b>4. Stop the Proposal</b><br/>Significant adverse impacts have been identified. Proposal must stop pending completion of a Stage 2 EQIA or full CRWIA to fully explore necessary adjustments.</p>                                     |  |

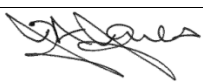
**PLEASE NOTE: ALL LARGE SCALE DEVELOPMENTS, CHANGES, PLANS, POLICIES, BUILDINGS ETC MUST HAVE A STAGE 2 EQIA /full CRWIA)**


If you have identified that a full EQIA/CRWIA is required then you will need to ensure that you have in place, a working group/ steering group/ oversight group and a means to reasonably address the results of the Stage 1 EQIA/CRWIA and any potential adverse outcomes at your meetings.

For example you can conduct stage 2 and then embed actions into task logs, action plans of sub-groups and identify lead people to take these as actions.

It is a requirement for Stage 2 EQIA's to involve public engagement and participation.

You should make contact with the Participation and Engagement team at [fife.participationandengagements@nhs.scot](mailto:fife.participationandengagements@nhs.scot) to request community and public representation, and then contact Health Improvement Scotland to discuss further support for participation and engagement.

| To be completed by Lead Assessor |   |
|----------------------------------|---|
| Name                             | <a href="#">Jenni Jones</a>   |
| Email                            | <a href="mailto:Jenni.jones@nhs.scot">Jenni.jones@nhs.scot</a>                      |
| Telephone (ext)                  |   |
| Signature                        |  |
| Date                             | 19 June 2025  |

| To be completed by Equality and Human Rights Lead officer – for quality control purposes |   |
|--|---|
| Name   | <a href="#">Isla Bumba</a>  |
| Email  | <a href="mailto:Isla.bumba@nhs.scot">Isla.bumba@nhs.scot</a>                          |
| Telephone (ext)  |   |
| Signature  |  |
| Date   | 20/6/25   |

**Return to Equality and Human Rights Team at**  
**[Fife.EqualityandHumanRights@nhs.scot](mailto:Fife.EqualityandHumanRights@nhs.scot)**