

Equality Impact Assessment including Fairer Scotland Duty and Children's Rights and Wellbeing Impact Assessment

Discrimination is usually unintended, for example, in the design of a new policy a one size fits all approach may be applied with the intention to be fair to everyone but what this actually does in practice is apply differential impacts on different groups of people.

The **Equality Impact Assessment (EQIA)** process is an evidence based approach designed to help organisations ensure that policies, practices, procedures, service change or redesign and decision-making processes are fair, equitable and that they don't present barriers to participation or disadvantage to any protected groups. The equality impact assessment is used to identify any disadvantage and take appropriate steps to mitigate, or at least minimise, this. You should start the EQIA process at the outset and continue throughout the process; don't wait until the end when a decision has been made. Below are steps to consider to support filling in your EQIA.

Step 1 - Identify what is being assessed. You need to be clear what is being assessed and consider what impact this will have and on which groups.

Step 2 - Give details about the policy. You need to be clear of the purpose at this stage, what are the benefits and who are the stakeholders.

Step 3 - Gather and analyse data and information and engagement. You will need to gather evidence to inform your Equality Impact Assessment. This may come from your stakeholder group(s).

Step 4 – Assess Impact. You need to think about what impact it will have on different groups in our community/workforce. Continue to work with your stakeholders to gain 'lived experience' impacts.

Step 5 – Have you identified any adverse impacts. You need to think about what can be done to mitigate or minimise the adverse impacts.

Step 6 – Send EQIA to Equality and Inclusion Manager for publication. NHS Ayrshire & Arran has an obligation to publish the results of all our equality impact assessments.

In 2018, the **Fairer Scotland Duty** became law and this looks at the impact of socio-economic disadvantage. NHS Ayrshire & Arran have incorporated this into our equality impact assessment process. It should be borne in mind that some minority groups, such as disabled people, ethnic minority people, women, are at a higher risk of facing socio-economic disadvantage and this should be considered when completing the equality impact assessment. This should be considered under each of the area in section 2 with a specific section at 2.16.

In March 2021, the Scottish Parliament unanimously passed the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill. This incorporates children's rights into law and places a duty on us as a public authority to ensure children's rights are protected and promoted in all areas of their life. NHS Ayrshire & Arran are building the **Children's Rights and Wellbeing Impact Assessment** into our existing EQIA process. This is woven through the document with a specific section at 2.17.

EQUALITY IMPACT ASSESSMENT

This is a legal document stating you have fully considered the impact on the protected characteristics and is open to scrutiny by service users/external partners/Equality and Human Rights Commission

If you require advice on the completion of this EQIA, contact elaine.savory@aapct.scot.nhs.uk

'Policy' is used as a generic term covering policies, strategies, functions, service changes, guidance documents, other

Name of Policy	NHS Ayrshire & Arran People Strategy 2025-2030		
Names and role of Review Team:	Caroline Cooksey, HR Consultant Elaine Savory, Equality and Inclusion Manager Craig Lean, Head of Workforce Resourcing and Planning Lorraine Crum, Principal Lead for Pay, Policy and Terms and Conditions Carrie Fivey, Head of Learning, Organisational Development and Staff Experience	Date(s) of assessment:	05 August 2025 28 August 2025 2 September 2025
SECTION ONE AIMS OF THE POLICY			
1.1. Is this a new or existing Policy : <u>Existing</u>			
Please state which: Policy ☐ Strategy ☒ Function ☐ Service Change ☐ Guidance ☐ Other ☐			
1.2 What is the scope of this EQIA? NHS A&A wide ☒ Service specific ☐ Discipline specific ☐ Other (please detail) _____			
1.3a. What is the aim?			

The Boards People Strategy – People, Safety and Culture Matters is a key document that:

- Sets out where we aim to be as an organisation and employer to 2030 and beyond
- Provides a strategic context and coherent framework for all of our current and future people agenda programmes of work over the next 5 years including;
 - Ensuring ongoing delivery of the Staff Governance Standard
 - Workforce Planning and impact of local, regional and national services and programmes
 - Staff Health, Safety and Wellbeing framework and improvement plan 2025 – 28
 - Culture development framework 2025 – 28
 - iMatter implementation and monitoring

Looking forward to 2030 and beyond, we continue to face a number of challenges driven by increased patient expectations and demands for our services; an ageing demographic profile of both patients, families and carers, mirrored in our workforce, with multiple chronic and long term physical and mental health conditions, more complex and expensive services and care provision and the critical requirement to secure challenging cash and productivity efficiencies to address our Health Boards financial deficit.

The key organisational challenges that need to be addressed over the next 5 years and beyond are:

- Our **workforce supply** for key staff groups and specialist roles remains very challenging, impacting on our ability to plan, develop and sustain some services within our region. The impact of Brexit and consequent changes to the international supply pipelines from across Europe is now better understood, and has necessitated positive consideration of wider global recruitment markets, and the associated demands of securing supply, transition and integration of a diverse global workforce into our region. We also need to consider alternative supply routes such as ‘learn as you earn’ approaches that enable our existing workforce to develop their careers.
- We have an **ageing workforce** (average age 45, compared to national average of **y**) that mirrors our local population, and our ability to accurately forecast when individuals may choose to retire continues to be impacted by the state pension age and historic changes to the NHS pension schemes, as well as personal circumstances, including the demands of multi generational caring responsibilities.
- Our **workforce health and wellbeing status** remains at a level below where we would want it to be, mirroring our wider population profile and is below the level of our ambition for our workforce as an anchor institution within our region. Our short and longer term sickness absence levels remain high, and mental health and incidence of individual and team culture and wellbeing issues including stress, anxiety, workplace trauma and burnout have increased significantly since the pandemic.
- There are significant expectations being placed on our workforce to **adapt and change** in line with changing national and local service demands and delivery models. This is exacerbated by the **financial challenges** now faced by NHS Ayrshire and Arran, which is currently striving to deliver a financial recovery programme to address the recurrent financial deficit that the Board is carrying. Whilst this presents future opportunities for positive real change in the way staff work and how services are delivered, the change process,

and the need to maintain services in the interim within existing or reduced resources is very demanding for staff and leaders across the organisation, and requires us to pay particular attention to our **culture** – the way we do things, not just what we do – to avoid harm, and bring back joy into the work of our staff within NHS Ayrshire and Arran

- The exponential growth in **digital technology and opportunities that AI** presents requires both changes in the skill levels and the willingness of our workforce to adopt and use technology as part of their day to day work. Our staff's **digital literacy**, and willingness to adapt from traditional modes of service deliver to new, more digitally enabled approaches is key to our future productivity and the accessibility of our services for our diverse population across our region.

1.3b. What is the objectives?

Overall, we want all staff to feel fairly and appropriately treated throughout their career journey, in an environment where diversity is valued, roles and responsibilities are clear and all staff demonstrate our values in the work we do and as team members working with others. We want to retain our people by demonstrating a caring and learning approach and by treating our people fairly and consistently, to enable them to feel engaged, empowered and valued and to demonstrate our values in how they do their work and how they interact with others. Furthermore, we are committed to the goal of being an exemplar employer – a great place to work - by creating a culture of trust, growth and shared purpose where our people feel valued, take pride in their role and thrive in a vibrant environment.

Our core people objectives are:

Plan and attract – To ensure we have the right staff, in the right place, at the right time, with the right skills and competences through attracting individuals who share our organisational values and vision.

Employ and retain – We want all staff to feel fairly and appropriately treated throughout their career journey, in an environment where diversity is valued, roles and responsibilities are clear and all staff demonstrate our values in the work we do and as team members working with others.

Train and develop – We want to be known as an exemplar anchor employer, recognised for the importance we place on developing our people, and encouraging them to be the best that they can be, maximising their learning, digital capability and career opportunities through ongoing professional and personal development.

Nurture and support – We want to work in a culture which feels positive and compassionate, within which all staff are able to thrive, feel supported, valued and appreciated and perform at their best, to achieve their full potential. We want to highlight and improve both the physical and mental health, wellbeing and the safety needs of our workforce, recognising the challenging and complex work our staff undertake every day to support the health and wellbeing of the wider population.

1.3c. What is the intended outcomes?

Under the **Plan and Attract** objective we aim to:

- Develop the organisational Workforce Plan 2026 – 2028 in line with Scottish Government requirements which will identify our future workforce demand and the workforce characteristics / demography impacting upon this
- Develop next iteration of Recruitment Plan setting out our approach to branding, effectiveness, experience and retention of those we employ so as to ensure a good experience for every recruiter and candidate every time.
- Develop Employability Plan that outlines how we will expand our placements and apprenticeships and identify and explores new routes to enter NHS Ayrshire & Arran in collaboration with our community planning partners.
- Key measures / how we will know we are making a difference:
 - Performance against the 12 week NHSScotland standard for recruitment process to complete and successful candidate to commence in post
 - Reduction in the number of re-advertisements of posts
 - Number of employability placement participants gaining a substantive post
 - Increase in number of apprenticeships offered organisationally
 - Increases in individuals with protected characteristics applying / being shortlisted / being successful in gaining a substantive post
 - Proportion of recruiting managers having completed unconscious bias training
 - Proportion of new starts remaining in post after (1?)2 years
 - Candidate views on the recruitment process
 - Our corporate organisational risk for the supply and capacity of clinical registrant staff reduces from being High

Under the **Employ and Retain** objective we aim to:

- Redesign our ER team into Business Partners ensuring wider and in-depth support for managers encouraging exemplar people management;
- Develop ways of engaging and involving staff in change and reform;
- Continuously improve our engagement plans and mechanisms for receiving feedback from our people on their employment experience;
- Ensure that all teams have embedded and are living by our agreed values and behaviours;
- Provide creative and responsive management development and training interventions to support our managers to be engaging managers who consistently and effectively implement people related policies;
- Support our people to have longer healthier working lives by innovatively designing jobs and roles;
- Implement the Whistleblowing standards and support leaders and staff in creating a just culture where staff can speak up.

- Provide training for managers/staff in Job Evaluation Awareness/Job Description writing, in partnership, using nationally developed training materials
- Increase accessibility of information through the provision of readily available Policy information and Frequently Asked Questions (FAQs) on the intranet and clarity on contacts for support in the event of queries; and
- Monitor consistency of application of terms and conditions through a review programme and ensure accessibility to terms and conditions information on the intranet. Address any inconsistencies established through data analysis with the provision of tailored briefing sessions.

Under the **Train and Develop** objective we aim to:

- Continue to improve the arrangements, process and delivery routes so that all staff are fully trained in core mandatory and statutory training (MAST);
- Strengthen local arrangements, process and delivery routes to ensure staff are fully trained in job/role specific MAST;
- Review and refresh corporate and local induction arrangements including delivery and the key messages focusing on organisational principles, purpose, values, behaviours, aspirations and culture, based on balancing the four pillars of Quality, People, Service and Finance, for assured success;
- Carry out a needs analysis to identify learning needs which provides an assurance programmes of learning meet organisational requirements;
- Increase optimum performance by developing innovative approaches to the value of annual Personal Development Reviews enabling people to engage in a meaningful quality review discussion by reflecting on personal performance, development and health and wellbeing;
- Evaluate and develop leadership and management training and development provision to ensure our leaders and managers are confident, highly skilled and effective person centred;
- Support the development and growth of our Healthcare Support Workers in meeting the national standards and the provision of required accredited vocational learning.

Under the **Nurture and Support** objective we aim to:

- Supportive Leadership - We will equip staff with the skills and confidence to lead with compassion through reflective practice, development programmes, and succession planning. Measured by: training participation, iMatter data, PDR completion, and leadership feedback.
- Inclusive and Equitable Culture - We will eliminate inequalities and foster inclusion through data analysis, bias training, mentoring, and inclusive recruitment. Measured by: training uptake, survey feedback, workforce demographics, and RACE equity markers.
- Just and Open Culture - We will promote trust and continuous improvement through respectful communication, Speak Up Advocates, and learning reviews. Measured by: employee relations metrics, mediation use, iMatter feedback, and reporting of concerns.

- Mental Health and Wellbeing - We will embed wellbeing into daily practice with trauma-informed training, psychological safety, and proactive learning. Measured by: survey data, resource usage, absence trends, and flexible working uptake.
- Managing Our Resources - We will support managers to lead inclusively and manage resources sustainably through training, digital tools, and performance reviews. Measured by: training evaluations, digital tool usage, PDR rates, survey indicators, and sickness absence trends.

1.4. Who are the stakeholders?

- All employees of NHS Ayrshire & Arran, including bank staff
- Potential employees of NHS Ayrshire & Arran
- Our organisational leaders
- Area Partnership Forum; and
- Trade Union organisations; and
- Staff Governance Committee.

1.5. How have the stakeholders been involved in the development of this policy (this should include children and young people where appropriate)?

A working group was established with all Heads of Service within the People, Safety and Culture department. Engagement was also undertaken with senior management teams in other directorates.

A working group has been established to write the Health, Safety and Wellbeing aspect of the strategy and that has fed into the strategy. That group comprises subject matter experts and staff side representation.

As part of the process of review and refresh of the People Strategy, we were keen to get wider feedback and so we undertook a short engagement piece with the 3 staff networks and through staff side reps. An executive summary and a high level aims document were pulled together along with a short survey on MS forms which was shared on a few occasions. 22 responses were received and this information has been used to inform the strategy.

1.6 Examination of Available Data and Consultation - Data could include: consultations, surveys, databases, focus groups, in-depth interviews, pilot projects, reviews of complaints made, user feedback, academic or professional publications, reports etc)

NHS Scotland best practice and approaches

Name any experts or relevant groups / bodies you should approach (or have approached) to explore their views on the issues.

Human Resources; Trade Union organisations / Area Partnership Forum / Staff networks

What do we know from existing in-house quantitative and qualitative data, research, consultations, focus groups and analysis?

In planning and developing the workforce for the future, we will need to invest in training and development of staff and in promoting and supporting employability opportunities in our drive towards developing a sustainable workforce for the future.

What do we know from existing external quantitative and qualitative data, research, consultations, focus groups and analysis?

We have developed our People Strategy with reference to NHS Scotland best practice and approaches to ensure a Once for Scotland approach. Our Strategy is bespoke to our cultural ambition and reflects our core organisational values – safe, caring and respectful.

1.7. What resource implications are linked to this policy?

The People Strategy is intended to facilitate and complement our service planning aspirations organisationally, encompassed within Caring for Ayrshire, ensuring we make the best use of the resources we already have. Any financial implications necessitating additional resource beyond existing budgets allocation will be subject to standing financial planning processes of the Board.

SECTION TWO		IMPACT ASSESSMENT		
Complete the following table, giving reasons or comments where: The Programme could have a positive impact by contributing to the general duty by – • Eliminating unlawful discrimination • Promoting equal opportunities • Promoting relations within the equality group The Programme could have an adverse impact by disadvantaging any of the equality groups. Particular attention should be given to unlawful direct and indirect discrimination. If any potential impact on any of these groups has been identified, please give details - including if impact is anticipated to be positive or negative. If negative impacts are identified, the action plan template in Appendix C must be completed.				
Equality Target Groups – please note, this could also refer to staff				
	Positive impact	Adverse impact	Neutral impact	Reason or comment for impact rating
2.0 All			X	The strategy is equally applicable to all who work, or have the potential to work for NHS Ayrshire & Arran. When looking at the protected characteristics an intersectional approach would support a holistic approach in implementing and delivering an inclusive strategy. Our family friendly policies are also intended to support staff to ensure a healthy work-life balance. These policies are developed through the Once for Scotland approach to ensure consistency across Scotland.

2.1. Age Infants, children and young people (IC&YP) Any impact on IC&YP requires additional completion of section 2.17 below.	X			The Strategy will affect and apply to all people of working age. Much work is being taken forward under the auspices of Developing the Young Workforce to support and encourage young people to come to work for the NHS including: Modern Apprenticeships - Offer people 16+ paid employment combined with workplace training and off-the-job learning, in order to gain new and enhanced skills and recognised qualifications. We have MA's in Dental Nursing, Healthcare Support (Clinical), Microsoft - IT Systems and Networking and Horticulture. Youth Contract Work Placement - In partnership with Jobcentre Plus - work experience to young unemployed people for 8 week period. Ayrshire College Work Placement - In partnership with Ayrshire College - for students studying for qualifications to enhance practical ability. Foundation Apprenticeships - In partnership with Ayrshire College - aimed at fifth and sixth year pupils at Secondary School. Provision of placements one day each week over an academic year Graduate Apprenticeships - Provides a structured learning and development programme that involves study towards a qualification designed for a profession, starting at undergraduate up to master's degree level, to enable them to become more effective and productive in the workplace. School work placements – involves taking secondary school pupils for one week's placement within various departments throughout the organisation. School engagement - We provide practical support, workshops, mock interviews and awareness sessions to pupils across all schools, colleges and the University of the West of Scotland which will assist them in their application for jobs. NHS Ayrshire & Arran has also aligned work within our equality outcomes to improve the diversity of our workforce including young people.
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• Adults	X			Specific areas of work for our workforce including developing new ways of engaging and involving staff in change and reform and considering different mediums such as digital technology to drive this forward. We recognise the need to ensure PDR is undertaken and this will ensure we identify the requisite skills for the future health and social care workforce. Through effective succession management and development programmes we will improve our approach to leadership development by identifying, developing and supporting future clinical and non-clinical leaders at all levels of the organisation. As part of the development approach for our workforce we will continue to improve the arrangements, process and delivery routes so that all staff are fully trained in core Mandatory and Statutory Training (MAST) modules as well as any specific role specific training requirements. However, we must be mindful of the need to make reasonable adjustments for members of staff to allow participation and this will be taken forward on a needs-led basis.
• Older People	X			We have an ageing workforce and the ability to accurately forecast when individuals may choose to retire is impacted by both an increasing state pension age and changes to NHS pension schemes as well as individual personal circumstances. As part of our retirement process we offer a phased retirement which allow staff to transition from employment to retirement. This includes a reduction in working hours during a three month phase down period. We also offer opportunity for partial retirement enabling staff to work longer.

2.2. Disability (incl. physical/ sensory problems, learning difficulties, communication needs; cognitive impairment, mental health)	X			NHS Ayrshire & Arran implements family friendly policies to support staff to ensure a healthy work-life balance. These policies are developed through the Once for Scotland approach to ensure consistency across Scotland. As well as our policies, we also take an individualised approach to reasonable adjustments to ensure staff are furnished with the support they need to be able to undertake their role. However, we are mindful that in some circumstances this is not always possible and therefore opportunities for redeployment are discussed with the member of staff. The continue implementation of distributed working arrangements may be considered as a reasonable adjustment that enables disabled staff to continue working and to agree working arrangements that support their individual circumstances. Discussions with individuals are required to ensure a person centred approach to distributed working which meets the needs of the business and the individual. We are also cognisant of the need to consider the impact on those who undertake distributed working and the impact on access to online services, support software etc. This will need to be discussed on a one to one basis as every individual's needs may differ. The Digital Champions programme has also been rolled out to support staff with the Office 365 environment. NHS Ayrshire & Arran has established a Disability Staff Network to help shape and inform policies and practices, as well as offer opportunities for peer support. The Area Partnership Forum agreed staff would be entitled to one hour per quarter to attend meetings. NHS Ayrshire & Arran has also aligned work within our equality outcomes to improve the diversity of our workforce including disabled people.
2.3. Gender Reassignment			X	The People Strategy has no differential impact on gender reassignment. NHS Ayrshire & Arran will work collaboratively regionally and nationally, and continue to implement our new NHS Scotland policies, delivered under Once for Scotland.

2.4 Marriage and Civil partnership			X	The People Strategy has no differential impact on marriage and civil partnership.
2.5 Pregnancy and Maternity			X	The People Strategy has no differential impact on pregnancy and maternity. Our family friendly policies and access to training and development are available for all staff to access where necessary.
2.6 Race/Ethnicity	X			NHS Ayrshire & Arran wants to ensure our workforce is representative of the population we serve and implicit to that is ensuring we are an inclusive employer and ethnic minority groups see us as an organisation they would work for. Therefore, the People Strategy sets out to: • develop a modern approach to attracting and recruiting candidates who understand and share the ambitions and values of the organisation • develop our diversity strategy and engage with groups to ensure our workforce reflects the communities we serve and provides employment opportunities for all • improve our marketing strategy for careers within the NHS, including linking with local BAME communities • place stronger emphasis on work experience, placements and the opportunities for apprenticeships and graduate apprenticeships in support of lifelong learning and talent management. NHS Ayrshire & Arran has established an Ethnic Minority Staff Network to help shape and inform policies and practices, as well as offer opportunities for peer support. The Area Partnership Forum agreed staff would be entitled to one hour per quarter to attend meetings. NHS Ayrshire & Arran has also aligned work within our equality outcomes to improve the diversity of our workforce including ethnic minority individuals.

2.7 Religion/Faith			X	The People Strategy has no significant differential impact on religion or faith. Our organisational policies offer the opportunity for flexibility to support individuals, where this does not negatively impact our service provision.
2.8 Sex (male/female)			X	Ayrshire & Arran employs 11,685 headcount substantive staff as at 31st July 2025. This is broken down as Male = 1,906 (16.3%) Female = 9,779 (83.7%) Our people strategy includes all members of staff/potential members of staff regardless of their sex. Our family friendly policies and access to training and development are available for all staff to access where necessary. There is no differential impact based on sex. The sex of our workforce varies considerably when analysed at job family level for example some professions have an inverse relationship to the overall organisational position in that there are a higher proportion of males than females for example within medical roles. We analyse this as part of our equality reporting in terms of workforce characteristics and pay gap. Reasons for this are multi-factorial and include societal, in terms of perceptions of roles historically more akin to a distinct sex, and educational aspects. Of note, in the medical workforce is the significant shift in the sex profile of individuals entering medical training, more females, who will ultimately emerge as the future medical workforce.
2.9 Sexual Orientation • Lesbians • Gay men • Bisexuals			X	The People Strategy has no differential impact on sexual orientation. NHS Ayrshire & Arran has established a LGBTQ+ Staff Network to help shape and inform policies and practices, as well as offer opportunities for peer support. The Area Partnership Forum agreed staff would be entitled to one hour per quarter to attend meetings.

2.10 Carers including young carers	X			NHS Ayrshire & Arran implements family friendly policies to support staff to ensure a healthy work-life balance. These policies are developed through the Once for Scotland approach to ensure consistency across Scotland. A number of these policies allow staff with caring responsibilities opportunities for flexible working, dependent on service needs. Opportunities are also available for part-time working to allow carers the opportunity to work as well as care for any dependents.
2.11 Homeless	X			Homelessness affects an individual's ability to engage in employment. As part of our employability programme, an objective will be to work with the voluntary sector and DWP to understand barriers and opportunities for employment as part of current support programmes for homeless people.
2.12 Involved in criminal justice system			X	The NHS has to comply with the requirements of the Rehabilitation of Offenders Act 1974 as well as the significant changes the Act which came into force on 28 October 2023 relating to adult and youth sentences. The people strategy will comply with this and no differential impacts are expected.
2.13 Literacy	X			The People Strategy will aim to support staff who have literacy concerns through reasonable adjustments or the suite of family friendly policies. Technological Innovation and Enhanced digital capability To meet workforce goals, the organisation must: • Embrace technological innovation, especially AI, to boost efficiency and long-term sustainability. • Equip the workforce with both the skills and motivation to adopt new technologies. • Foster a culture shift toward innovation and entrepreneurship, supported by: → Role and service redesign → Digitally smart systems and processes

				→ A user experience that encourages digital adoption NHS Scotland already offers examples of successful innovation and redesign, providing valuable lessons and collaboration opportunities. Over the course of the plan, the organisation will: • Identify and develop proposals to enhance digital capability across workforce, systems, and processes. • Align these improvements with its four core People objectives. • Seek future funding to support these initiatives.
2.14 Rural Areas	X			The strategy is equally applicable to all who work, or have the potential to work for NHS Ayrshire & Arran and is not disproportionately impacted by living status. The move to digital technology and distributed working approaches, including home working where feasible and appropriate, has the potential to allow staff greater opportunities when applying for positions. That combined with online training and development has the potential to allow individuals to fulfil their potential.
2.15 Staff • Working conditions • Knowledge, skills and learning required • Location • Any other relevant factors	X			The four objectives of the People Strategy is attract, support, develop and retain. All of this work is underpinned by the work we plan to take forward through staff experience, in particular: • psychological and physical safety and creating the environment and conditions for staff to be empowered and enabled; • improving staff experience through our work on culture and in developing our leaders and managers in their Staff Governance roles; • improving our workforce planning to ensure workforce planning is integral to all our service plans and that we redesign our services to fulfil our financial and quality objectives; • building our staff health, safety, wellbeing and support services to ensure that staff can access person centred support at the right time and in the right way.

				Our workforce health status is not at the level we would want it to be; this reflects our wider population profiles, and we have higher levels of staff absent from work due to sickness, both short and long term, than we would want.
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2.16. What is the socio-economic impact of this policy / service change? (The [Fairer Scotland Duty](#) places responsibility on Health Boards to actively consider how they can reduce inequalities of outcomes caused by socio-economic disadvantage when making strategic decisions)

	Positive	Adverse	Neutral	Rationale/Evidence
Low income / poverty	X			NHS Ayrshire & Arran is committed to the principles of equality of opportunity in employment and believes that staff should receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value, regardless of their protected characteristics.
Living in deprived areas	X			
Living in deprived communities of interest	X			

Employment (paid or unpaid)	X			To achieve this, pay systems require to be transparent, based on objective criteria and free from unlawful bias. We produce an equal pay statement and occupational segregation and equal pay analysis which can be found on our website. Through national pay negotiations NHSScotland ensures it is a Living Wage employer for our lowest banded employees. Supporting employability is a shared goal across all three Community Planning Partnerships (North, South and East) in Ayrshire, and NHS Ayrshire & Arran is committed to contributing to this goal and works in partnership with local providers to help address issues of unemployment. The importance of employability is more acute given the labour market position. As outlined under section 2.1 – NHS Ayrshire & Arran also participates in a number of initiatives to support employability as well as volunteering opportunities for individuals. The content of the People Strategy will be complemented by our Employability Plan which is being developed.
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2.17. What is the impact of this policy / service change on infants, children and young people (IC&YP)? (The [United Nations Convention on the Rights of the Child \(UNCRC\)](#) places a compatibility duty on public authorities to ensure the rights of children are protected and promoted in all areas of their life). [Kathleen Winter](#) can be contacted for further support.

	Yes	No	Not applicable	Rationale/Evidence
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Will this policy impact on the best interests of IC&YP?	X			The Strategy will affect and apply to all people of working age. However, as outlined in section 2.1 much work is being taken forward under the auspices of Developing the Young Workforce to support and encourage young people to come to work for the NHS. Employment can significantly impact infants, children, and young people both directly and indirectly. When parents or carers are employed with the NHS, it can lead to greater financial stability, access to better resources, and improved living conditions, all of which can support IC&YP and their well-being. For young people, employment can offer valuable life skills, independence, and confidence.
Will this policy impact on the developmental needs of the IC&YP?			X	The People Strategy itself will not have any direct impact on the developmental needs of IC&YP.
Will this policy impact on IC&YP being able to express their views in relation to the service and have that view taken into account?			X	The People Strategy itself will not have any direct impact on infants and children being able to express their views, however, young people who are employed by the NHS will be able to express their views through avenues such as iMatter and any other staff surveys.
Will the policy have any direct or indirect impacts on IC&YP?	X			As mentioned previously, the People Strategy and employment opportunities have the potential to have direct impact on IC&YP by supporting young people and/or their parents / carers into employment.

Have you considered the impact of the policy across the wide range of IC&YP, e.g. preschool children; children in hospital; children with additional support needs; care experienced children; children living in poverty?	X			As mentioned previously, the People Strategy and employment opportunities have the potential to have impact on IC&YP across a wide range of areas by supporting young people and/or their parents / carers into employment.
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SECTION THREE CROSSCUTTING ISSUES				
What impact will the proposal have on lifestyles? For example, will the changes affect:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
3.1 Diet and nutrition?	X			Our Health, Safety & Wellbeing framework covers 5 domains which are: • Financial and Anchor • Environmental and Nature • Emotional and Spiritual Wellbeing • Health and Safety • Physical Health and Lifestyle
3.2 Exercise and physical activity?	X			
3.3 Substance use: tobacco, alcohol or drugs?	X			
3.4 Risk taking behaviour?	X			These will contribute positively, aligning with the broader objectives of the People Strategy to enhance physical health, wellbeing, and safety of our workforce.

SECTION FOUR CROSSCUTTING ISSUES				
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Will the proposal have an impact on the physical environment? For example, will there be impacts on:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
4.1 Living conditions?	X			An individual's living arrangements, or fear of losing their home, can affect their ability to attend work or engage in employment. As part of our wellbeing programme, an objective will be to work with and signpost to the voluntary sector and other necessary organisations to provide guidance and support for people facing any living arrangement challenges and support them to remain or attain employment.
4.2 Working conditions?	X			It is anticipated by refreshing the People Strategy, staff and potential staff, will experience improved working conditions to ensure they feel valued and treated with respect; to be treated as an individual with unique capabilities and characteristics; to be listened to, to be involved and engaged with proactively; to be treated fairly and consistently; to be trained and developed; to be supported and cared for, and to feel that they have control over what happens in their day to day working lives, particularly during periods of change.
4.3 Pollution or climate change?	X			The People Strategy itself has no direct differential impact on pollution or climate change. However, as a result of a more flexible approach to distributed working, where feasible and appropriate to do so, there is the potential to reduce the carbon footprint if staff work from a base closer to home or from home. As part of our Health, Safety and Wellbeing framework we are also encouraging staff to undertake active travel and / or car sharing where possible or feasible which has the potential to positively impact on the carbon footprint.
Will the proposal affect access to and experience of services? For example:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating

Health care	X			The Strategy will affect and apply to all staff who work for/ potential apply to work for NHS Ayrshire & Arran. The impact of this Strategy is outlined throughout this EQIA.
Social Services	X			We are working with our Social Care colleagues to share best practice and ensure equity of employee experience.
Education			X	The People Strategy has no differential impact on education as a service.
Transport	X		X	The People Strategy has the potential to reduce the amount of travel and carbon footprint due to the introduction of digital remote working and a more flexible approach to home-working where feasible and appropriate to do so. Also as a result of these new ways of working the amount of travel for meetings between sites and health board areas to attend meetings will potentially be reduced. By promoting active travel, which promotes positive health outcomes, it has the potential to impact on transport services with a reduction in people using public transport.

Housing	X			An individual's living arrangements, or fear of losing their home, can affect their ability to attend work or engage in employment opportunities. Not having a job can have unintended consequences on an individual's ability to secure a homely setting which can affect their mental wellbeing. By ensuring opportunities for employment for a diverse range of individuals with NHS Ayrshire & Arran, who are the biggest employer in Ayrshire, we are creating wealth for people to pay for bills such as housing; shop locally which in turn contributes to and helps grow our local economy. As part of our wellbeing programme for staff, an objective will be to work with and signpost to the voluntary sector and other necessary organisations to provide guidance and support for people facing any living arrangement challenges and support them to remain or attain employment. If the organisation fully recruits to plan, this will place a demand on public and private housing bodies that they are not able to fulfil within current housing stock. Mitigating this is out with the control of the NHS.
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SECTION FIVE	MONITORING
How will the outcomes be monitored? The People Strategy is underpinned by commitments / key deliverables and measures of success in terms of impact which will be utilised for performance management.	
What monitoring arrangements are in place? The standing monitoring arrangements for previous iterations of the People Strategy remain extant in that formal assurance will be provided to the Staff Governance Committee on a rolling basis for the lifespan of the strategy.	
Who will monitor? Heads of Service will provide formal reports to the Staff Governance Committee of respective thematic areas progress for scrutiny and assurance of delivery of the intent of the People Strategy.	

What criteria will you use to measure progress towards the outcomes?

The commitments and indicators of impact as detailed in the People Strategy will be measured.

PUBLICATION

Public bodies covered by equalities legislation must be able to show that they have paid due regard to meeting the Public Sector Equality Duty (PSED). This should be set out clearly and accessibly, and signed off by an appropriate member of the organisation.

Once completed, send this completed EQIA to the **Equality & Inclusion Manager**

Authorised by

Title

Signature

Date

Identified Negative Impact Assessment Action Plan

Name of EQIA:

NHS Ayrshire & Arran People Strategy 2025-2030

Date	Issue	Action Required	Lead (Name, title, and contact details)	Timescale	Resource Implications	Comments
28 August 2025	By promoting active travel, which promotes positive health outcomes, it has the potential to impact on transport services with a potential reduction in people using public transport.	N/A	N/A	N/A	N/A	Mitigating this is out with the control of the NHS.
28 August 2025	If the organisation fully recruits to plan, this will place a demand on public and private housing bodies that they are not able to fulfil within current housing stock.	N/A	N/A	N/A	N/A	Mitigating this is out with the control of the NHS.

Further Notes:

Signed:

Date:

