

London Ambulance Service

Equality Impact Assessments Form: a record of the assessment

Function/ policy being assessed:

Leadership Development

Directory/ service or corporate function?

HR & OD

Date of assessment:

26th February 2008

Contact person for the assessment:

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Members of the assessment group:

Learning & OD Manager, Development
Advisor, Project Officer – OD & People
Prog

1 Aims of the function/ policy

The Leadership Development programme aims to establish new styles of management throughout the LAS with leadership developed and supported at all levels, underpinned by skills developed through a range of blended learning through:

- Building upon the current Exploring Leadership and Self Awareness (ELSA) programme which is aimed at middle management, and to develop and implement ELSA Senior (name to be decided), which will cover middle managers to senior director level staff;
- Introducing a Certificate for Team Leaders and PGCE for Clinical Training Officers which will provide leadership development at these levels;
- Supporting leadership development through coaching and mentoring training to ensure that the learning and practical application of these development opportunities are supported and embedded within the work place.

2 Current achievements and fact finding

Sources of information used, with references, location or links.

Anything you have learnt from previous consultation results with references or links. In particular any evidence you may have that impacts upon: **race, disability, gender, age, religion and belief, sexual orientation and human rights**

The Leadership Development Project is part of Tranche 1 of the Organisation Development & People Programme, one of the five programmes that constitute the LAS Service Improvement Plan 2012 (SIP). The SIP 2012 was signed off by the LAS Trust Board in July 2006. The project was identified through evaluation of existing programmes and consultation with staff and managers across the organisation. Below are links to SIP 2012, New Ways of Working, and the Trust CRITICAL values, all of which are the drivers and reasons behind the development of a leadership development framework;

- Service Improvement Plan 2012
<http://thepulse/managing/11600523394772.html>
- LAS vision and 'CRITICAL' values
<http://thepulse/managing/1048846687.html>
- New Ways of Working; Transforming Clinical Leadership
<http://thepulse/managing/12015160904504.html>

Below are a list of sources that have and will inform the development of the project;

- Race Equality in the NHS Leadership
http://www.dh.gov.uk/en/Publicationsandstatistics/Bulletins/DH_4072494
- NHS Leadership Quality Framework
<http://www.nhsleadershipqualities.nhs.uk/>
- Talent Challenge
<http://www.talent-challenge.com/index.asp>
- Race Equality Scheme:

<http://www.londonambulance.nhs.uk/publications/race/race.html>

- Gender Equality Scheme:
<http://www.londonambulance.nhs.uk/publications/gender/gender.html>
- Disability Equality Scheme:
<http://www.londonambulance.nhs.uk/publications/disability/disability.html>
- Specific Learning Disability Policy
<http://thepulse/managing/1076665488.html>
- Sponsorship for Study
<http://thepulse/about/11873421141572.html>

Internal sources of data that will be used to shape the framework will include;

- Development of selection criteria and assessment methods that will be drawn from a number of sources. These will include ensuring that those participants on the programme demonstrate 'personal integrity' through 'embracing diversity' from the NHS Leadership Quality Framework, use of the Diversity core dimension to assess and develop diversity amongst participants, as well as using these elements for them to share best practice back in the workplace.
- Adherence to NHS Procurement and Contracting legislation PASA, ensuring equality of provider selection processes
- NHS Knowledge and Skills Framework

<http://www.nhsemployers.org/pay-conditions/pay-conditions-782.cfm>

- Exploring Leadership and Self-Awareness Programme
<http://thepulse/about/11611682824276.html>

A significant element of the framework will include the delivery of training and developmental opportunities for those staff members who are on the scheme. Where this is the case all courses provided by an external provider will have specific equality and diversity requirements set out within the contract. This will include requiring;

- Equality and diversity accredited units
- Access to sites that comply with LAS Disability Discrimination Act access strategy
- Lectures / teachers training in equality and diversity

There will be a number of reviews of the project and the framework as part of the Managing Successful Programmes (MSP) and Prince2 governance arrangements. A review of the first cohort of participants will examine all aspects of the course, including the effectiveness of the learning, method of delivery, selection criteria, and the impact upon the individual's day job. Long-term reviews against the original business cases will be conducted to ensure the benefits of the project are realised. A post project review will also take place to examine the effectiveness of the project delivery and lessons learned.

3 Assessment and actions needed

Initial ideas for actions can go here. You will refine them further at stage 6. Please note the impact assessment will not be accepted unless group(s) affected is listed with a link to the action required. Primary areas to consider are: **race, disability, gender, age, religion and belief, sexual orientation and human rights**

The project is designed to evolve over the next 24 months, supporting the OD & People Programme. All the action points identified in the assessment will be considered as part of the project development and planning process and therefore timescales will not have been developed yet. These actions will therefore be;

- reported during the project board meetings as a standing agenda item
- reported quarterly at the Programme Board
- have responsible leads assigned to each action plan
- responsibilities outlined within the job descriptions of the project roles for monitoring and delivering these action plans
- have the diversity manager as a member of the programme board to oversee the quality of the action plan reviews

Barrier	Group affected	Action needed	Responsibility	Timescale	Resources
Built environment	<p>Any development or training that occurs on LAS premises will be covered through the EIA on Estates.</p> <p>Any development or training that occurs off-site will affect staff members with disabilities, and therefore need to meet the criteria for access covered under the Disability Discrimination Act 2005 (DDA), allowing assessment and access to;</p> <ul style="list-style-type: none"> • Disabled access • Car parking facilities • Toilet facilities • Privacy room available • Induction loops etc... • Easy-read signs 	<p>NA</p> <p>All potential venues will need to be selected based upon their accessibility for staff with disabilities</p> <p>Contracts with education providers will need to cover aspects of access to buildings, with a minimum requirement / compatible with LAS DDA strategy.</p>	Procurement / project lead	With immediate effect and ongoing	

		<p>Selection of venues for courses to be attended by operational staff will assume good levels of mobility for delegates, in line with the requirements to fulfil their normal duties.</p> <p>Selection of venues for other courses will take into consideration any disabilities among delegate population.</p>			
Location	<p>Any development or training that occurs on LAS premises will be covered through the staff members' contract of employment.</p> <p>Off-site venues for development or training may mean extended travel time for staff that will impact upon access via public transport, through congestion charge zones, and difficulty with childcare / carer responsibilities.</p>	<p>NA</p> <p>All potential venues will need to be within a 'reasonable' distance from staff members homes, defined and included within any contracts with providers.</p> <p>Ensure accessible public transport links.</p> <p>Venues rotated to vary the location, eg: alternate between</p>	<p>Procurement / project lead</p> <p>Project Lead/ Learning & Development team (L&D)</p> <p>Project Lead/ L&D team</p>	<p>With immediate effect and ongoing</p> <p>In place and ongoing</p> <p>In place and ongoing</p>	

		north and south London. Courses etc advertised with venue location to enable delegates to select that which is most appropriate for them.			
Information and communication	<p>Communications by email may affect the ability of front-line staff to access their mail during periods of intense service pressures.</p> <p>Written information eg: course materials and handouts may disadvantage delegates/ staff with specific learning needs.</p>	<p>All communications will be in 'plain English'.</p> <p>Communications will be through normal work practices such as through email, letter, LAS routine information bulletin (RIB), Training Prospectus on intranet, HQ noticeboard.</p> <p>Any communications via PowerPoint will meet the standards set out in LAS guidance.</p> <p>Canvass any specific needs at time of booking delegate onto course. Where required materials produced in format that meets delegate's needs.</p>	<p>Project lead/ L&D team/ Comms dept</p> <p>Project lead/ L&D team</p>	<p>With immediate effect and ongoing.</p> <p>In place and ongoing.</p>	
Customer care	Perception of leadership	Access to training will	Project lead	Life cycle of the	

<p>and staff training</p>	<p>development may create Potential barrier to access to the programme and therefore training opportunities as a result of delegate's age, particularly with a programme where stereotypes may suggest that only young up-and-coming staff would be eligible.</p> <p>All groups may be susceptible to the personal judgements / stereotyping of project leads, through the selection process and through the on-going development of the programme</p>	<p>meet the requirement set out in the (draft) Single Equality Scheme.</p> <p>All staff involved with the programme will undertake robust discrimination and Human Rights training.</p> <p>Use of robust selection processes, in line with LAS policies.</p>	<p>Project Executive</p> <p>Project Lead</p>	<p>project</p> <p>As staff are recruited to L&D dept</p> <p>In place and ongoing</p>	<p>Training day and backfill costs</p>
<p>Timing</p>	<p>Standard 9-5 training may adversely affect those working on part-time basis or with childcare / carer responsibilities.</p> <p>Scheduling of training has potential to disadvantage groups as a result of clashes with business and personal events.</p>	<p>All training courses / schedules will be consulted on with participants to ensure equitable access to all</p> <p>Suitable alternative development routes available, eg: self study materials, coaching.</p> <p>Peak operational periods and key holiday or cultural festival dates will be taken into account when scheduling</p>	<p>Project Lead</p> <p>L&D Team</p>	<p>With immediate effect and ongoing</p> <p>In place and ongoing</p>	

<p>Stereotypes and assumptions</p>	<p>The selection process could be influenced by the stereotyping and assumptions made by the selection panel upon, professional, racial, gender, age, sexual orientation or religious groups</p> <p>Assumptions formed by staff members not selected for the programme may be based on the view that they were unfairly treated within the process based upon their profession, race, gender, age, sexual orientation or religion</p> <p>Assumption that staff members will be released from normal duties agreed by line managers, and further support. Further assumption that delegates will be able to commit to significant amount of time out of work hours.</p> <p>Assumption that all staff have access to and able to use PC/internet.</p>	<p>Mitigated by rigorous diversity training for staff members involved with talent management</p> <p>Ensure that select process and tools conform with all NHS standards, all national and local Equality legislation, and that it is consulted on and widely published</p> <p>Agreement at Strategic Steering Group that line managers will provide support for staff members to enable them to attend all training.</p> <p>All training will be agreed with the participant's line manager to ensure availability and support</p> <p>Alternative routes for communication where possible. Promote access to Hot Desk IT</p>	<p>Project Executive</p> <p>Project board / Diversity Manager</p> <p>S5G</p> <p>Project Lead</p> <p>L&D Team</p>	<p>As per training action plan</p> <p>As per project plan</p> <p>As per consultation timetable</p> <p>Within 6 months</p> <p>In place and ongoing</p> <p>In place and ongoing</p>	<p>Training days and backfill as appropriate</p> <p>Continuation of Hot desk provision at HQ. Cost of running IT skills training and</p>

	Assumption that delegates are able to spend time away from work (on residential courses) may disadvantage those with carer duties or certain religious beliefs.	suite at HQ. Provide IT skills training. Residential elements only included where add value to the course. Enable opt out of overnight stay when requested (notes under Location above apply).	Project Lead	In place and ongoing	backfill costs.
Costs of the service	No direct cost to individual for courses.	N/A			
Commenting, consultation	See section 4	See section 4			
Specific barriers	Provision of catering on day and residential courses may lead to clashes with delegates' specific dietary requirements.	Ensure venue provides adequate range of food and beverages. Canvas and advise of any specific dietary requirements, including provision of food late at night for those observing Ramadan on residential courses.	Project Manager	In place and ongoing.	
Human Rights	N/A				
Other	N/A				

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4 Future consultation

Plans and aims for further consultation.

Who with, when, method of consultation.

There will be a five step consultation process;

1. Membership of the project board will include representation from the LAS diversity team (diversity manager) and the staff-side chair, who will provide their subject matter expertise to steer the development
2. Regular evaluation and acting upon outcomes.
3. Consultation with the general public at the SIP 2012 PPI Event in March 2008
4. The project will also be governed through the New Ways of Working (NwoW) Tranche of projects, the roll out of NWoW Programme will include consulting / working closely with staff to implement the changes, provision of a detailed NWoW information pack and needs analysis at the Complex level
5. NWoW and its constituent projects have also been consulted on at the Senior Management, Management, and Admin and Clerical conferences throughout the year.

5 Action plans, targets and priorities

Explain how the action plan will tie into service improvement plans, directorate action plans and local delivery plans

All the action points identified in the assessment will be considered as part of the project development and planning process. This will include;

- These plans will be incorporated into the OD & People Programme Governance Strategy document, outlining the process and responsibilities of the programme and project teams relating to the development and execution of the plans
- The results of the assessments will inform the project plans, and therefore the programme plan.
- The action plans will also impact upon Human Resources practices and policies and so will be fed via the project executives and programme board into the business as usual activities of the HR department, informing any service developments that will sit outside of the scope of the programme brief

6 Monitoring and feedback

Details of how you will review action plans and progress. **All impact assessment action plans must be reported back internally and to the equality and diversity facilitators 6 monthly as a minimum.**

All the action points identified in the assessment will be considered as part of the project development and planning process. These actions will therefore;

- be reported during the project board meetings as a standing agenda item
- reported quarterly at the Programme Board
- have responsible leads assigned to each action plan
- responsibilities outlined within the job descriptions of the project roles for monitoring and delivering these action plans
- have the diversity manager as a member of the programme board to oversee the quality of the action plan reviews

7 Tell people what you are doing

Information on how you will publicise decisions, actions and service improvements. How will you make this available to the public?

The equality impact assessment will be made available on the LAS public website.

A PPI event dedicated to the SIP 2012 will provide an opportunity to examine those developments and decisions made at that stage, with further developments to be publicised at future PPI events.

The Diversity Manager for the LAS will be the contact for members of the public to approach for further information or details.