

London Ambulance Service

Equality Impact Assessments Form: a record of the assessment

Function/ policy being assessed:
Individual Performance management

Directory/ service or corporate function?
Human Resources

Date of assessment:
28th February 2008

Contact person for the assessment:
Head of Operational workforce
Modernisation

Members of the assessment group:
Head of Operational Workforce
Modernisation
Deputy Director of Human Resources

1 Aims of the function/ policy:

To enable all staff to accept responsibility and accountability for their personal performance, recognising and rewarding good performance whilst identifying and supporting staff with poor performance.

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**

Within the Service Improvement Programme (SIP), the Organisational Development and People programme has identified a number of projects, the output of these projects will enable the achievement of the programmes objectives

- 1) Establish a workforce profile which supports the Operational Model
Profile representative of London Ambulance Service
Appropriately skilled and confident in use of skills.
- 2) Establish a learning organisation that works cross functionally in a customer focussed and team based way.
- 3) Embed a culture of diversity, mutual challenge and accountability for personal behaviour and performance where behaviour is value driven.
- 4) Establish new styles of management which are supportive of staff and which promote staff involvement and development, with leadership at all levels underpinned by the necessary skills.

The performance management framework project will support these objectives by embedding an expectation of performance management of individuals for all staff within the Trust. The expectation should be the recognition and reward for good performance and the support of staff where individual performance is poor.

Within the performance management project a number of existing policies, procedures and processes will be utilised and will underpin the framework.

These will include best practise identified within:

NHS employers Knowledge and Skills Framework handbook.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4090843

NHS Agenda for Change Terms and Conditions handbook.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4090843

[H 4095943](#)

London Ambulance Service Personal Development Review / Appraisal.

<http://thepulse/managing/11444083193228.html>

LAS Performance Capability Policy.

http://thepulse/uploaded_files/HR%20Policies%20and%20Procedures/Performance%20capability%20policy%20-%20final%20version%20rev1.pdf

LAS Disciplinary Procedure.

http://thepulse/uploaded_files/Managing/disciplinary_policy_and_procedure_-_final_jan_08.pdf

LAS Race Equality Scheme May 05

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

LAS Gender Equality Scheme April 07

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

LAS Disability Equality Scheme December 06.

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

- Single Equality Scheme (draft form)

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**

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 monthly 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 N/A					
Location N/A					
Information and communication	All Staff	Review of documents Plain language Font and font size	Snr HR Manager policy review	31 st March 2008	Management time
Customer care and staff training	Line Managers	Train managers in regard to performance management framework Emphasis on diversity etc.	Learning and Development	September 2008	Management time
Timing N/A					
Stereotypes and assumptions	Line Managers	Part of Managers Training	Learning and Development	September 2008	Management time
Costs of the service N/A					
Commenting,	All staff	Review of	Staff Council		

consultation		Policies and Procedures Within agreed consultation framework			
Specific barriers N/A					
Human Rights N/A					
Other					

5 Future consultation

Within the implementation of New Ways of Working the performance management framework will be part of consultation with staff and the Trade unions. The framework document will be presented to staff council

6 Action plans, targets and priorities

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

The PDR / Appraisal process is embedded throughout the Trust and will be the tool used to develop a culture of individual performance management. This will enable all staff to accept responsibility and accountability for their own personal performance

The action plans that arise out of this project will be linked to existing structures that include:

- They 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

7 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.**

Progress against the actions identified within this impact assessment will be monitored and reported through the project and programme boards

The project is in the planning stage waiting for SSG approval to proceed. 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
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8 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.