

London Ambulance Service

Equality Impact Assessments Form: a record of the assessment

Function/ policy being assessed:

Talent Management

Directory/ service or corporate function?

Organisation Development & People
Programme

Date of assessment:

20th February 2008

Contact person for the assessment:

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Members of the assessment group:

Programme Manager for OD & People,
Equality Manager

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1 Aims of the function/ policy

Talent management is intended to address the development of 'high flyers' that have the performance and potential to progress at an accelerated rate and that have been identified for one of a number of key roles within the organisation.

This is set apart from normal career progression and leadership development programmes in that these individuals will be expected to be able to accelerate through a number of bands at pace rather than accelerating through one at a time. The expectations placed upon these individuals will be great, with high demands of them at work and outside of work in order to meet the challenges of the programme.

In its broadest sense talent management can be used to describe the identification, development, engagement / retention and deployment of talent within a specific organisational context. Essentially talent management exists for the individual, although as the assets of the organisation these talented individuals will also benefit the organisation. Succession planning, on the other hand, is the process by which organisations determine the people who will be available now and in the future to step into key roles or to deliver key capabilities for future organisational sustainability and growth. It is also the process that will determine how this succession will be managed.

The introduction of such a framework into the LAS will help to prevent the organisational from failure to meet its potential through skills shortages, leadership weaknesses and organisational ineffectiveness.

The project has yet to be initiated as it will go to Strategic Steering Group (SSG) in March for their approval to proceed with the development of a talent management framework for the LAS.

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**

Talent Management & Succession Planning Project is part of Tranche 1 of the Organisation Development & People Programme, one of the five programmes that constitute the London Ambulance (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 stakeholder workshops as a critical piece of work to provide a framework for talented individuals to be supported and have the opportunity to be developed beyond the scope of normal career progression. 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 talent management 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>

The introduction of a talent management & succession planning framework will be the first time the LAS has addressed the progression of staff members beyond the scope of normal carer progression. Therefore lessons learnt will come from external sources and other NHS literature that is associated with such a development. A number of national and local policies have been used to develop the framework for talent management to ensure that the scheme will have equitable access for all members of staff. Below are a list of sources that have and will inform the development of the Framework, as delivered by the project;

- Race Equality in the NHS Leadership
http://www.dh.gov.uk/en/Publicationsandstatistics/Bulletins/DH_4072494
- 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>
- Flexible Hours Policy
<http://thepulse/managing/1048697601.html>
- Single Equality Scheme (draft form)
- Sponsorship for Study
<http://thepulse/about/11873421141572.html>

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

- Workforce reports – current ethnic, age, gender profile of the service in 2008, split by job type and grade with a view to aligning this staff with talent pool yet to be identified
- An initial consultation exercise regarding the principles of Talent Management in the LAS, then a subsequent detailed consultation regarding the proposed final framework
- 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.
 - NHS Leadership Quality Framework
<http://www.nhsleadershipqualities.nhs.uk/>
 - 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 examining lessons learnt.

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 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 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	In line with project plan	

<p>Location</p>	<p>Any development or training that occurs on LAS premises will be covered through the staff members' contract of employment.</p> <p>If part-time members of staff are required to travel to more frequently to their base of work this may impact upon those with childcare responsibilities, carer responsibilities or disabilities.</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 venue will need to be within a 'reasonable' distance from staff members homes, defined and included within any contracts with educational providers</p>	<p>Procurement / project lead</p>	<p>In line with project plan</p>	
<p>Information and communication</p>	<p>Communications by email may affect the ability of front-line staff to access their mail during periods of intense service pressures.</p>	<p>All communications will be in 'plain English'.</p> <p>Communications will be through normal work practices such as through email, letter face-to-face.</p> <p>Any communications via PowerPoint will met the standards set out in LAS guidance.</p>	<p>Project lead / talent management lead / comms dept</p>	<p>In line with project plan</p>	
<p>Customer care and staff training</p>	<p>Potential barrier to access to the programme and therefore training opportunities may be age, particularly with a programme</p>	<p>Access to training will meet the requirement set out in the (draft) Single Equality</p>	<p>Project lead</p>	<p>Life cycle of the project</p>	

	<p>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 or talent management leads, through the selection process and through the on-going development of the programme</p>	<p>Scheme.</p> <p>All staff involved with the programme will undertake robust discrimination and Human Rights training.</p>	Project Executive	Once staff have been identified	Training day and backfill costs
Timing	<p>Off-site working after hours may adversely affect those working on part-time basis or with childcare / carer responsibilities.</p> <p>9-5 training may prevent some frontline staff attending training if it is not compatible with shifts</p> <p>There will be the expectation of 'out-of-hours' training commitments from staff members</p>	<p>All training courses / schedules will be consulted on with participants to ensure equitable access to all</p> <p>Training will not be scheduled during peak performance pressures nor during holidays or cultural festivals</p> <p>All training will be agreed with the participant's line manager to ensure availability and support</p>	Project Executive / senior supplier	Once participants are successful within the application process	
Stereotypes and assumptions	<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</p>	<p>Mitigated by rigorous diversity training for staff members involved with talent management</p>	<p>Project Executive</p> <p>Project board /</p>	<p>As per training action plan</p> <p>As per project</p>	

	<p>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 have time off agreed by line managers, and further support.</p> <p>Further assumption that staff members will be able to committee to significant amount of time out of work hours</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>	Diversity Manager	<p>plan</p> <p>As per consultation timetable</p>	
Costs of the service	There may be a cost to staff members for their developmental needs that may discriminate against those with less disposable incomes or from more deprived communities	Use of Trust's Sponsorship to Study policy	Project Manager	As per project plan	
Commenting, consultation	See section 4	See section 4	Project Manager	As per project plan	
Specific barriers	<p>No talent pool developed for a specific staff group.</p> <p>Until talent pools are identified it won't be possible to identify whether a specific group of staff will be adversely affected.</p>	<p>Pools will be aligned with organisational objectives.</p> <p>Assessment to be taken once talent pools are identified</p>	Project Manager	As per project plan	

Human Rights	NA				
Other	A workforce profile that is not reflective of the population of London, or the aspirational profile of the organisation, will lead to a talent management programme that is equally disproportionate, thus failing to address any diversity issues through out the organisation, and specifically at director level				

4 Future consultation

Plans and aims for further consultation.

Who with, when, method of consultation.

There will be a five step consultation process;

1. Presentation of the outlines framework and principles to the Strategic Steering Group for approval to proceed in March
2. 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
3. Initial consultation with the LAS staff-side regarding the outline framework and principles of a talent management framework, planned for April / May
4. Consulting with LABEL (as per project plan)
5. Engaging with local disability rights organisations (as per project plan)
6. A further consultation with LAS staff-side once the framework has been developed
7. Consultation with the general public at the SIP 2012 PPI Event in March 2008
8. 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
9. 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

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. 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.**

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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.