APPENDIX 1 – EQUALITY & INCLUSION STRATEGY ACTION PLAN

LEADERSHIP & CORPORATE COMMITMENT

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
Set up a new senior management-led Equality & inclusion Steering Group	Assistant Director/Equality & Organisation Development	By Dec 09	• Terms of reference • Work programme • Care Quality Commission registration	New group oversees effective implementation of equality & inclusion strategy & all equality & inclusion work	Time Staff resources	Green
Provide training for senior managers & Trust Board on equality analysiss & equalities legislation awareness	Assistant Director/Equality & Organisation Development	By Dec 10	• Equality analysis training • Online equality & inclusion training module • Equality & inclusion training programme	All Directors & Trust Board members attend equality analysis training & undertake online equality & inclusion training module	Funding	
Provide Annual Equality reports, including	Equality & Inclusion Manager	Annually in May	• Annual Equality	Annual report setting out progress on	Time	Green

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
progress on new Equality & Inclusion Strategy, to Equality & Inclusion Steering Group, Senior Managers' Group, publicising reports as required			Report • Minutes of Equality & Inclusion, Senior Managers' Group, Trust Board & Patients' Forum meetings	equality & inclusion strategy, including achieving a diverse workforce, submitted and approved		
Support the Trust' involvement in key equalities initiatives, celebrating diversity	Equality & Inclusion Steering Group, Senior Managers' Group & Trust Board	As arising and including: • International Day of Disabled People – December 3 • International Women's Day – March 17 • International Day against Homophobia – • London Gay Pride event	• Report to Senior Managers' Group on Supporting Key Equalities Initiatives (May 09) • Resourcing of key initiatives • Articles in RIB & LAS News	London Ambulance Service's commitment to celebrating diversity is clearly visible to all its staff, stakeholders, customers and the general public	Time Funding	Green Green Green

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
		• Black History Month – October Interfaith Week – • Day of Older People				Green
Produce & implement a Freedom of Information Act Policy	Director of IM&T	By July 2012	• Policy	Ensure Trust compliance with legislation	None identified	
Produce & implement an equalities monitoring procedure across the protected characteristic groups	Equality & Inclusion Officer	By March 10	• Report to Senior Managers' Group • New equalities monitoring proforma & guidance	Equalities monitoring procedure enables Trust to more effectively capture essential equalities profiling data to enhance its policy & decision making & engagement & service delivery	Time IM&T systems requirements – creation of additional protected characteristic group fields	Green Green
Produce & implement a new equality	Equality & Inclusion Team	March 10 on	• Report to Senior	More robust and inclusive approach to	Time	Green

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
analysis procedure		September 2010 on	Managers' Group • New equality analysis procedure including equality analysis tool • Equality analysis briefing	equality analysis, embedding critical friend approach and awareness of economic deprivation and multiple discrimination	Funding for e-tool and training	
Produce & implement a new translation & interpreting policy & tender for new interpreting & translation contract	Head of Communications/PPI Manager/Procurement Manager/Equality & Inclusion Manager	December 2010 on	• Report to Equality & Inclusion Steering Group, Senior Managers' Group & Trust Board • Monitoring of take-up and satisfaction with translation & interpreting services	Qualitatively improved interpreting & translation service and more robust contract monitoring, providing better customer satisfaction acrossprotected characteristic groups and better value for money	Time Funding for new Tender & possible training for staff with other native language skills	

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
			• Annual monitoring report to Equality & Inclusion Steering Group, Senior Managers' Group & Trust Board and Patients' Forum			
Produce & implement new Procurement Strategy, including Supplier Diversity	Procurement Manager	July 2010 on	• New Procurement Strategy, incorporating Supplier Diversity	Consistent, qualitative procurement practices across the Trust, yielding greater value for money and enhanced service improvement for all patients and customers	Time	
Deliver effective equalities & inclusion training to all Trust staff	Learning & Development Team/Education & Development Team/E-learning manager	October 2010 on	• Equality & inclusion issues incorporated into all training	All Trust staff trained to consistent level on their duties under equalities	Time Funding	

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
			delivered in the Trust • E-learning module on equality & inclusion accessible to all staff and undertaken by all	legislation and the promotion of best practice across protected characteristic groups		
Review communications and enhance to reflect the diversity of Trust staff and community	Head of Communications	By October 2010	• New database of staff images reflecting diversity in workforce available for use in recruitment advertising	Enhanced recruitment and PR literature and images presented to public and staff, reflecting true diversity of London	Time	
Produce & implement a new Equality & Inclusion Policy	Equality & Inclusion Manager	By May 2010	• Report to Equality & Inclusion Group, Senior Managers' Group & Trust	New inclusive equality & inclusion policy sets parameters for Trust's future work on	Time	Green

Action	Lead Officer	Target Date	Evidence	Expected Outcome	Resourcing required	RAG
			Board • New Equality & Inclusion Policy • Online publication	equality & inclusion issues, ensuring ongoing compliance with current and any forthcoming legislation		
Implement Trust-wide data cleanse across protected characteristic groups in data collection systems	Director of Human Resources and Organisation Development/Director of Information Management and Technology	By December 2010	• Improved data collection across protected characteristic groups and over all functions of the Trust available • Improved analysis of equality trends	Enhanced workforce profile and service delivery reports informing Annual Equality Reports	Time Funding for IM&T application of data cleanse	

SERVICE DELIVERY & CUSTOMER CARE

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
New Front End Model – treatment first before taking patients to hospital	Deputy Chief Executive	By March 2012	• Engagement with community group and staff • Widespread consultation involving local committees and groups representing protected characteristic groups	Delivery of the appropriate care for the people of London	Time	
Involve critical friends in equality analysis	Service Heads	As arising	• "Critical friends" listed as members of Equality Analysis Project Teams • Input from "critical friends" included in relevant equality analyses	• Representatives from trade unions, patient forums and other stakeholders directly involved as critical friends in relevant equality analysis • "critical friends" trained on new Trust equality	Time Funding of training	

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
				analysis procedure		
Carry out equality analysis on all Service Improvement Programme work streams and major projects	Head of Programme and Change Management	ongoing	• Assessments • Consultations with patients on the assessments	• Assessments of the impact of all major new initiatives in the organisation and action taken in the light of those assessments	Time	Green
Involve critical friends in equality analysis	Service heads	As arising	• "Critical friends" listed as members of Equality Analysis Project Teams • Input from "critical friends" included in relevant equality analysis	• Representatives from trade unions, patient forums and other stakeholders directly involved as critical friends in relevant equality analysiss • "critical friends" trained on new Trust equality analysis procedure	Time Funding of training	
Implement new Equalities Monitoring Procedure	Service Heads & Directors	November 2010 on	• Monitoring of access to and satisfaction with services across the Trust across protected	New equalities monitoring procedure implemented in an integrated way into all services across the Trust, at take-up of service and as part of customer satisfaction surveys	Time	

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
			characteristic groups • Awareness training • Reports to Equality & Inclusion Steering Group, Senior Managers' Group & Trust Board • Communications with patients, customers & stakeholders		Funding of training, publicity	

CONSULTATION, COMMUNICATION & ENGAGEMENT

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
Establish Staff Diversity Forums	Equality & Inclusion Officer	April 2010 on	• Article in RIB • Staff survey on Pulse on new Staff Diversity Forums	New sustainable staff diversity networks are in place, representing the equality strand groups, able to act as a consultative voice on policy,	Time Funding of Staff Diversity Forum budgets	Green

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
			• Staff Diversity Networks guest speaker event • Membership lists • Terms of reference • Work programmes • Agendas & minutes of meetings • Annual report of Diversity Forums to Equality & Inclusion Steering Group, Senior Managers' Group & Trust Board	service provision & engagement & decision-making for the Trust & to take the lead on staging equalities events.		
Seek views of key stakeholders on their priorities for	Assistant Director/Equality & Organisation	Jan 2010	• Priorities for inclusion in	The priorities for action expressed by patients,	Time	Green

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
action at 2010 Patient Care Conference, whose specific focus is on Engagement	Development		equality & inclusion strategy action plan • Comments & feedback	customers and other stakeholders are included as appropriate in the 2010-2013 Equality & Inclusion Strategy Action Plan		
Produce & implement a new Trust Staff Engagement Strategy	Assistant Director /Staff Engagement Manager	By September 2010	▪ Report to Trust Board ▪ New Strategy	A new staff engagement strategy, empowering and enabling staff to communicate their views and reflecting the views of the diverse communities of staff within the LAS workforce	Time	
Update & produce new multi-lingual phrase book	Practice Learning Manager	By September 2010	▪ New version of phrase book	An updated version produced, able to meet the evolved needs of the Trust, including requirements of the Olympics and Paralympics	Time Funding of phrase book & distribution	Green
Produce & distribute new pre-hospital communications	Practice Learning Manager	By September 2010	▪ Pre-Hospital Communication Book	Hospital Communications Book produced & distributed widely,	Funding of pre-hospital communications	Amber

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
book				to enable greater communication of needs of disabled people, including learning disabled people	book & distribution costs	
Communicate and raise awareness of the pre-hospital communications book	Head Ambulance Operations Manager	By December 2011	▪ Mass awareness of booklet within the London community	Enables greater communication of the needs of disabled people, including learning disabled people	Time	
Provide disability training for all staff involved in the 2012 games – this will be delivered in partnership with other disability agencies	Practice Learning Manager	By end 2011	▪ Production of new training packages for the Trust	A workforce who have a greater understanding and practical skill for dealing with disabilities. Learning will also be shared with other ambulance services.	Cost of training	Amber
Produce a learning disability DVD for members of the public	Practice Learning Manager	By end 2011	▪ Learning Disability DVD	To enable members of the public with disabilities to have an increased understanding of the role and workings of the ambulance service	Cost of production & distribution of DVD	Amber
Produce an equality analysis	Olympic Workforce Project Manager	By end 2010	▪ An up to date action plan	Consistent awareness of	Time	Amber

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
action plan specific to the London 2012 Olympic and Paralympic programme detailing actions to be undertaken for the specific projects			detailing delivery dates and owners	equality and diversity issues and where relevant that they are monitored or actioned by the appropriate project		
Implement training to assist staff in Plain English policy-writing	Learning & Development Team	July 2011 on	• All key Trust documents are subject to Plain English Campaign scrutiny	User-friendliness of Trust documentation enables greater communication and engagement with staff, patients, service users and stakeholders	Funding of training Time	
Enhance the accessibility of the Intranet ("Pulse")	Head of Communications	By August 2011	• Enhanced flexibility and accessibility of intranet	Undertaking further improvements to its intranet will enable the Trust to go beyond compliance to being a model of best practice and accessibility		
Assess the impact of any changes in the commissioning of Trust services	Head of Business Development, in partnership with the coordinating commissioner of the LAS (currently North	Ongoing	• Evaluations of policies and service developments	Action in light of the assessment	Time	

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing required	RAG
	West London Commissioning Partnership					
All new policies and service developments to be evaluated in respect of their impact on equalities as well as their safety, effectiveness and the views of patients	Head of Policy, Evaluation and Development	Ongoing	• Evaluations of policies and service developments	Actions on the results of evaluation	Time	
Implement CommandPoint	Nick Evans	By September 2010	• New system	Replacement of core system for call taking and despatch	No resource implications outside of established project team	
Ambulance Operations Manager Objectives to include ensuring all their staff have access to Equality and Inclusion Training	Deputy Director of Operations	By April 2011	• Attendance at Equality and Inclusion training	Operations staff benefit from Equality & Inclusion training on offer in the Trust	Time	

EMPLOYMENT & TRAINING

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing requirement	RAG
Produce new positive action Recruitment Strategy to attract people from under-represented groups into the LAS workforce	Recruitment Manager/Equality & Inclusion Manager	By December 2010	• Recruitment strategy • Report to Equality & Inclusion Group, Senior Managers' Group & Trust Board • Agenda & minutes of Equality & Inclusion Steering Group, Senior Managers' Group and Trust Board	• Increase in applications and in the number of successful applications from under-represented groups • Visible profile of the Trust as an employer of choice for under-represented groups	Time	
Produce & implement new equality & inclusion training programme	Assistant Director, Equality & Organisation Development/Equality & Inclusion Manager	October 2010 on	▪ New programme ▪ Report to Training & Services Group, Equality & Inclusion Group, SMG ▪ Agenda & minutes of meetings	▪ Consistent awareness of equalities legislation & good practice in customer care across all levels of the Trust	Funding of training	

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing requirement	RAG
Implement new PDR procedure including equality and inclusion objectives	Director of Human Resources	By April 2011	▪ New PDR procedure ▪ Individual PDR records	▪ All managers and staff have equality and inclusion objectives inherent in their PDRs	None identified	
Design and implement training for all staff involved in Procurement on equalities duties, including supplier diversity awareness	Procurement Manager/Learning & Development Manager	November 2010 on	• New procurement training programme • Staff trained	Consistency of good practice across Trust and encouragement of supplier diversity across all contracts	Time Funding of training	
Training of all Control Service staff in new CommandPoint CAD system, ensuring training is delivered in an accessible and inclusive way	Head of Learning and Development	From October 2010 to November 2011	• Training to meet with schedule • Feedback from training	All Control Services to be competent in the use of the new computer system	Time	
Include Equality and Inclusion Training in Community Responder training plan and in Trauma training	Ambulance Operations Manager/Community Responder Lead	By March 2011	• Training programme	Equality & inclusion issues embedded in training	None identified	

Action	Lead Officer	Target Date	Evidence	Outcome	Resourcing requirement	RAG
Investigate the provision of quiet/prayer spaces	Equality & Inclusion Team	By February 2011	• Appropriate quiet/prayer space provision identified throughout the Trust, where required	Consistency of provision of appropriate quiet/prayer spaces throughout the Trust identified and allocated as appropriate	Time	

APPENDIX 2 – LONDON AMBULANCE SERVICE NHS TRUST "CRITICAL VALUES"

Clinical Excellence – We will demonstrate total commitment to the provision of the highest standard of patient care. Our services and activities will be ethical, kind, compassionate, considerate and appropriate to the patient's needs.

Respect and courtesy – We will value diversity and will treat everyone as they would wish to be treated, with respect and courtesy.

Integrity – We will observe high standards of behaviour and conduct, making sure we are honest, open and genuine at all times and ready to stand up for what is right.

Teamwork – We will promote teamwork by taking the views of others into account. We will take a genuine interest in those whom we work with, offering support, guidance and encouragement when it is needed.

Innovation and flexibility – We will continuously look for better ways of doing things, encourage initiative, learn from mistakes, monitor how things are going and be prepared to change when we need to

Communication – We will make ourselves available to those who need to speak to us and communicate face to face whenever we can, listening carefully to what is said to us and making sure that those we work with are kept up to date and understand what is going on

Accept responsibility – We will be responsible for our own decisions and actions as we strive to constantly improve

Leadership and direction – We will demonstrate energy, drive and determination especially when things get difficult and always lead by example

APPENDIX 3 – KEY DRIVERS

Equality Act 2010

The Equality Act 2010, which came into force on October 1 2010, replaced previous equalities legislation, harmonizing all anti-discrimination law into a single Act.

The Public Sector Equality Duty came into being on April 5 2011. It requires all public bodies, including NHS Trusts, to consider all individuals when carrying out their day-to-day work, e.g. when formulating policy, delivering services as well as in regard to their own staff. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and promote good relations between people of different protected characteristic groups and those who are not..

The new public sector duty replaces the three previous public sector duties on race, disability and gender. It covers the protected characteristics of age, disability, gender reassignment, race (including ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex and sexual orientation. The new duty also applies to marriage and civil partnership but only in respect of the requirement to have due regard to the need to eliminate discrimination.

More information on the Equality Act 2010 can be found at:

www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/

Equality Delivery System

The new Equality Delivery System, sponsored by the Equality & Diversity Council (a sub-committee of the NHS Management Board, is based on positive action programmes such as Breaking Through and Positively Diverse, and other best practice, such as the Equality Standard for Local Government. It is a new equality standard, produced by the NHS for NHS Trusts, intended to improve the equality performance of NHS Trusts and to help mainstream equality into their day-to-day work.

Through using the Equality Delivery System NHS Trusts will be able to meet the requirements of the Equality Act 2010 and to fulfil the registration requirements of the Care Quality Commission. The new Delivery System will assist Trusts specifically in meeting their duties vis-a-vis:

- The NHS Constitution, in regard to patients, service users and staff
- The NHS Outcomes Framework
- Combating health inequalities and improving health outcomes

The new Equality Delivery System will be formally launched in November 2011.

More information about the Equality Delivery System can be found at:

www.eastmidlands.nhs.uk/about-us/inclusion/eds/

Human Rights Act 1998

The Human Rights Act came fully into force on October 2 2000. It gives further effect in the United Kingdom to rights contained in the European Convention of Human Rights. The Act:

- Makes it unlawful for a public authority to breach Convention Rights unless an Act of Parliament meant it could have acted differently

- Means that cases can be dealt with in a UK court or tribunal

- Says that all UK legislation must be given a meaning that fits with the Convention Rights if that is possible.

The Human Rights Act 1998 states that the "State" or its public bodies cannot:

- Violate the right to life of individuals

- Subject individuals to torture, inhuman or degrading treatment

- Press individuals into enforced labour

- Deprive individuals of their liberty without due process and compensation

- Deprive individuals of access to justice or a fair trial or introduce laws that impose retrospective criminal liability for acts that were legal at the time they were committed

- Disrespect individuals' rights to privacy

- Restrict freedom of religion, expression, association and assembly

- Disallow individuals to marry and found a family

The Department of Health has published "A Framework for Local Action" for human rights in healthcare. This framework was developed in conjunction with the British Institute of Human Rights to assist NHS Trusts to use a human rights-based approach to improving the way healthcare services are delivered with the goal of achieving high quality, accessible health services to all.

APPENDIX 4– GLOSSARY OF COMMON EQUALITY & INCLUSION TERMS

Access – the extent to which people are able to receive the information, services or care they require and are not prevented from getting these, e.g. premises should be suitable for and welcoming to wheelchair users, people with sensory disabilities etc; information should be provided in alternative formats, including in large print or Braille or audiotape or CD and community languages; services provided should be culturally appropriate and sensitive.

Ageism – discrimination against people based on assumptions and stereotypical thinking around age

Alternative format - Media formats which are accessible to disabled people with specific impairments, for example Braille, audio description, subtitles and Easy Read.

Black and minority ethnic (bme) – describes range of minority ethnic communities in the United Kingdom

Champion – someone appointed to represent and support the interests of a specific user group or issue. This can be a senior manager, member of the Trust Board or representative of the user group, e. g. a disabled staff member.

Commissioning – the process of specifying, purchasing and monitoring services to meet the needs of the local population

Consultation – asking for the views of service users, staff or other stakeholders on service delivery, policymaking, engagement or decision making. Consultation can take place through a wide range of ways including through surveys, focus groups or public meetings.

Discrimination – unfair treatment based on prejudice. In a health setting discrimination could mean consciously treating a group of people or individuals differently or less favourably or denying them access to relevant treatment and care.

Diversity – valuing and celebrating difference and recognising that everyone through their own unique mix of experience, skills and talent has their own valuable contribution to make.

Duty – under the Equality Act 2010, public bodies have general and specific duties. These are a series of actions needing to be carried out by that body in order to comply with legislative requirements.

Duty to make reasonable adjustments - Where a disabled person is at a substantial disadvantage in comparison with people who are not disabled, there is a duty to take reasonable steps to remove that disadvantage by (i) changing provisions, criteria or practices, (ii) altering, removing or providing a reasonable alternative means of avoiding physical features and (iii) providing auxiliary aids

Equality – equality is about ensuring that people are treated fairly and given fair chances. This is not about treating everyone in exactly the same way, but recognising that different needs need to be met in different ways.

Embedding – making an integral part of.

Gender reassignment -The process of changing or transitioning from one gender to another.

Harassment – this is behaviour which is unwelcome or unacceptable and which results in the creation of a stressful or intimidating environment for the victim. This may include verbal abuse, jokes, insensitive comments, unwanted physical conduct, ridicule or isolation.

Homophobia – an irrational fear of or aversion to or discrimination against people who are gay or lesbian.

Mainstreaming – integrating, making part of business as usual

Marriage and civil partnership - Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated no less favourably than married couples.

Monitoring – the process of collecting and analysing information on people's different backgrounds, to check if people with protected characteristics are accessing services, participating in decision making and being treated equally; for example monitoring the representation of women, disabled people, black and ethnic minority people in the workforce or at senior levels within an organization.

Protected characteristic - These are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Positive action – action taken to improve the representation in a workforce where monitoring has shown a specific group to be under-represented, either in proportion to the profile of the total workforce or of the local population. As permitted by existing equalities legislation, positive action allows organisations to provide facilities to meet the needs of people from specific groups in regard to their education, training or welfare and target job training at people from groups who may be under-represented in those occupations or to encourage them to apply for such work.

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman favourably because she is breastfeeding.

Prejudice – negative assumptions or judgments about a person or group of people.

Procurement – the process of obtaining (whether through purchasing, lease, hire or other legal means) the services, equipment, materials or supplies required by an organisation so it can effectively meet its business objectives.

Public sector equality duty -The duty on a public authority when carrying out its functions to have due regard to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity.

Racism – the belief, conscious or otherwise, in the superiority of a particular race, which leads to acts of discrimination and unequal treatment based on someone's colour or ethnic origin.

Reasonable - What is considered reasonable will depend on all the circumstances of the case including the size of an organisation and its resources, what is practicable, the effectiveness of what is being proposed and the likely disruption that would be caused by taking the measure in question as well as the availability of financial assistance.

Sexual orientation – an orientation towards persons of the same sex (e.g. lesbians & gay men), towards persons of the opposite sex (heterosexuals) or persons of the same and opposite sexes (bisexuals).

Sexism – prejudice based on a person's gender, whereby one gender is deemed inferior.

Social model of disability – a model created and endorsed by disabled people throughout the world, this emphasises the barriers and structures in society which exclude disabled people, rather than focus on their disabilities as the reason for their being excluded, as in the Medical Model of disability.

Social inclusion – the position from where someone can access and benefit from the full range of opportunities available to members of society. It aims to remove barriers for people or for areas which experience a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, poor health and family breakdown.

Stakeholders - People with an interest in a subject or issue who are likely to be affected by any decision relating to it and/or have responsibilities relating to it.

Stereotypes – generalisations concerning perceived characteristics of members of a group, rather than regarding people as unique individuals.

Strategic Plan – The London Ambulance Service NHS Trust Strategic Plan sets the direction for the Trust and identifies how the Trust's work in the emergency, urgent and out of hours care sectors will be implemented. The Strategic Plan consists of four major programmes, supported by a stakeholder engagement and communications strategy and the Trust's programme for the London 2012 Games. Each programme has substantial equality & inclusion content and these, as well as individual Service Plans, will contain relevant actions arising from the Trust's Equality & Inclusion Strategy.

Trans/trans people – the term "trans" is an all-embracing term for people who have the desire to live and be accepted as members of the opposite sex (e.g. men who feel they should have been born a woman and vice versa). Issues of transgender relate to self-identity. Trans people should be addressed in the gender they present. Assumptions should not be made that a Trans person is gay or lesbian, as a large number are heterosexual.

Victimisation – the act of treating people less favourably because they have made a complaint or intend to in regard to discrimination or harassment.

Workforce profile – the make-up of the people who work for an organisation. Analysing the workforce profile helps us to see how many different people from the protected characteristic groups work for the organisation, e.g. how many women, disabled people, black and minority ethnic people etc. It also enables us to see what occupations and grade levels people are represented in, which will assist us in determining if more career progression opportunities need to be provided for specific groups.

APPENDIX 5 - EQUALITY ANALYSIS SCHEDULE 2010-2013

2010-11

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Equality and Inclusion Strategy	April 2010	Equality & Inclusion Manager
Dress Code for Uniformed Staff	By April 2010	Assistant Director of Operations - Control Services
Recruitment and Selection Policy and Procedure	May 2010	Deputy Director HR
Policy for the Standard of Supervision and Assessment	May 2010	Education Development Governance Manager
Training Needs Analysis and Education and Development Plan	May 2010	Assistant Director of Professional Educational Development
Training Policy	May 2010	Education Development Governance Manager
Health and Safety Organisation Policy Statement	May 2010	Health & Safety Manager

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Procedure for Vehicle Inventory and checking of service vehicles	May 2010	Head of Operational Support/Education Development Governance Manager
Procedure for exchange in the event of equipment failure	May 2010	Head of Operational Support
First responders policy	May 2010	Community Resuscitation Manager
Infection Control Policy	May 2010	Head of Health & Safety
Serious Untoward Incident Policy	May 2010	Patient Experience Manager
Complaints Procedure	May 2010	Patient Experience Manager
Complaints Policy	May 2010	Patient Experience Manager
Policy for the investigation of incidents, complaints and claims	May 2010	Head of Governance

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Policy for Learning from incidents, complaints and claims	May 2010	Head of Governance
Claims handling Policy and Procedure	May 2010	Project Manager
Incident reporting procedure	May 2010	Health & Safety Manager
Risk Management Policy	May 2010	Head of Governance
Procedure covering the issue and use of drugs by LAS staff - Guidance on indemnification and working with Voluntary Aid Societies - paper Work associated with the storage and use of drugs	June 2010	Senior Clinical Advisor
Paging Procedure	June 2010	Control Services Performance Improvement Manager / Control Services Ambulance Operations Manager
EOC Fallback Procedure – Normal Risk	June 2010	
EOC Fallback Procedure – Low Risk	June 2010	
EOC Fallback Procedure – Medium Risk	June 2010	

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
EOC Fallback Procedure – Planned Evacuation	June 2010	
EOC Fallback LAS / MPS Recovery Procedure	June 2010	
Procedure for Attendance at calls on the Croydon Tramlink	June 2010	Ambulance Operations Manager Croydon
Procedure for Transporting Patients to Minor Injuries Units	June 2010	Assistant Medical Director
Procedure for Reporting Vehicle Availability and Vehicle Defects and Arranging Breakdown & Recovery Services	June 2010	Control Services Performance Improvement Manager / Control Services Ambulance Operations Manager
Procedure for Fast Response Units	June 2010	Deputy Director of Operations
Procedure on the Hand Over of Patients	June 2010	Senior Clinical Advisor
Procedure on Actions on Scene DIRECTLY Relating to the Patient	June 2010	Lead Ambulance Operations Manager
Procedure on Actions on Scene Indirectly Relating to the Patient	June 2010	Deputy Director of Operations

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Procedure on Station Duties	June 2010	Assistant Director of Operations Hanwell
Liaison with and assistance to other Ambulance and Emergency Services / Agencies	June 2010	Control Services Performance Improvement Manager / Control Services Ambulance Operations Manager
Sharing of Information agreement between LAS and Metropolitan Police Service Child Protection Unit	June 2010	
Operational Radio (RT) Procedure	June 2010	
Procedure for Dispatch of Resources By EOC and Urgent Operations Centre (UOC)	June 2010	
Exchange in the Event of Equipment Failure	June 2010	Head of Operational Support
Procedure for Vehicle Inventory and Checking of Service Vehicles	June 2010	
Procedure on Warding	June 2010	Staff Officer to Deputy Director of Operations
Procedure for Wearing and Use of Electronic Personal Dosimeters (EPD)	June 2010	CBRN / HART Co-ordinator
Policy & Procedure for the ordering, storage and use of morphine sulphate within the LAS	June 2010	Medical Director / Senior Clinical Advisor

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Alternative Response Procedure	June 2010	Assistant Medical Director / Ambulance Operations Manager Urgent Operations Centre
Resource Centres and Operational Ambulance Staffing	June 2010	Senior Resourcing Manager
Single Manning Policy	June 2010	Ambulance Operations Manager Isleworth
Identifying and acting upon National Clinical Guidance	June 2010	Medical Director
Development of corporate direction/strategy/Integrated Business Plan	June 2010	Director of Service Development/ Head of Governance
Staff Wellbeing	June 2010	Assistant Director HR
Staff Engagement	June 2010	Assistant Director HR
Procedure for the use of the EH20 Escape Hood	July 2010	Emergency Planning Advisor
Organisation Development & People Workstream	July 2010	Director of HR

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Estates	July 2010	Head of Estates
Policy and procedure for the Management of Frequent Callers	July 2010	Patient Experience Manager
Vehicles off road procedure	July 2010	Deputy Director of Operations
First Responder policy	July 2010	Ambulance Operations Manager
Policy on ambulance response in circumstances of close personal relationships	July 2010	Assistant Director of Operations, South
Ambient Listening	August 2010	London Ambulance Radio Project, Project Officer
Airwave Hand Portable Training Policy and Procedure	August 2010	London Ambulance Radio Project, Project Officer
Digital Radio Policy and Procedure	August 2010	Control Services Ambulance Operations Manager
Complaints Procedure	August 2010	Patient Experience Manager
Serious Untoward incidents Policy	August 2010	

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
Vehicle Transfer Procedure	August 2010	Fleet Manager
Fuel & Lubrication Card Procedure	August 2010	
Habitual or Vexatious Complaints or Enquirers Policy	August 2010	Patient Experience Manager
Suspected Cases of Child Abuse Procedure	August 2010	
Suspected Abuse of Vulnerable Adults Procedure	August 2010	
Driving & Care of Service Vehicles	August 2010	Deputy Director of Operations
LAS Policy with Regards to Traffic Calming	August 2010	Assistant Director of Operations Central
Infection Control Policy	August 2010	Ambulance Operations Manager Infection Control
Complaints Policy	August 2010	Patient Experience Manager
Being Open Policy	August 2010	
Command Point Implementation	September 2010	Project Manager CAD 2010
Clinical Response Model project	To be determined	Head of Operational Workforce

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
		Modernisation
KSF/PDR Project	To be determined	KSF Advisor
Team working	To be determined	Assistant Director Equality & Organisation Development
Standards of paramedic education	To be determined	Assistant Director of Professional Educational Development
New ways of working workstream projects	To be determined	Assistant Director Equality & Organisation Development
Healthcare for London (Trauma and Stroke) workstream projects	To be determined	Head of Policy Evaluation Development
Alternative Care Pathways	To be determined	Project Manager
PTS MobileCommunications System project	To be determined	To be determined
Data Warehouse project	To be determined	To be determined
Text Emergency Access Project	To be determined	Project Manager
e-PRF	To be determined	Project Manager
Operations Workstreams (production and	To be determined	Director of Operations/Programme

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
distribution)		Manager
New workshops	To be determined	Head of Operational Support
Superstation	To be determined	Head of Estates
New HQ	To be determined	Head of Estates
Corporate Processes workstream	To be determined	Director of Finance & Business Planning/Corporate Processes Programme Manager/Programme Manager
Performance measurement	To be determined	To be determined
CIP - £20m cost base reduction	To be determined	Corporate Processes Programme Manager
Intelligent Trust (Sharepoint)	To be determined	Director of Service Development/Programme Manager
Foundation Trust and Corporate Governance Development workstreams	To be determined	Director of Corporate Services
Dyslexia and learning difficulties policy	To be determined	HR Manager

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
2011-2012		
Commissioning	March 2011	Director of Service Development
Clinical Development, Leadership & Workforce Programme	March 2011	Deputy Chief Executive
Performance and Service Delivery Programme	March 2011	Director of HR/Head of Planning & Programme Management
Technology workstream	March 2011	Director of IM&T
Control Rooms Business Case Project	March 2011	Programme Manager
2012-13		
Identifying and acting upon National Clinical Guidance	June 2012	Medical Director
Freedom of Information Policy	June 2012	Director of IM&T
Dress Code for Uniformed Staff	November /2012	Assistant Director of Operations - Control

NAME OF FUNCTION/POLICY/PROCEDURE/STRATEGY/ PROJECT/PROGRAMME	TARGET DATE	LEAD OFFICER
		Services
Policy Statement of Duties to Patients	December 2012	Clinical Education Manager
Policy for the use of BASICS (London) Doctors	December 2012	Senior Clinical Advisor

APPENDIX 6 – EQUALITY ANALYSIS TOOL & GUIDANCE

We need to undertake Equality Analysis because:

❖ Under the Public Sector Equality Duty of the Equality Act 2010 all public bodies need to carry out Equality Analysis of their existing or proposed policies, services, functions, etc.
❖ The Equality and Human Rights Commission recommends that public bodies draw on the experience they have gleaned through using equality analysiss
❖ As an NHS Trust, we need to make sure that we are properly serving our diverse local communities and our services are accessible to all
❖ Equality analysis actively supports the delivery of our Equality & Inclusion Strategy and Policy and helps us meet our equality & inclusion objectives, as a service provider, procurer of services, employer & decision making body

What is Equality Analysis?

Equality analysis is a systematic way of looking at equalities information and the outcome of engagement in order to understand the effect of decisions on different protected characteristic groups; protected characteristic groups are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It covers current and proposed policies, services, functions etc. Equality analysis helps you to anticipate any consequences of your policies, services and functions etc. so that as far as possible any negative consequences for any "protected characteristic" group can be eliminated, minimised or counterbalanced by other measures. It also helps you to advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and those who do not and to create more targeted and outcome-focused policies and services.

Equality analysis needs to be undertaken in regard to all the protected characteristic groups, except :

- In relation to marriage and civil partnership, the analysis only applies to the elimination of discrimination

The good relations duty, which previously only applied to race, and in a slightly different way to disability, also now applies across all protected characteristic groups. In particular, public bodies must have due regard to the need to tackle prejudice and promote understanding between people who share a protected characteristic and those who do not.

When should you undertake Equality Analysis?

- ❖ During the early stages of developing your policy, service, function etc. so that it can help you become aware of any relevant information, which will enhance your policy/service development
- ❖ During a review of your policy etc – it will enable you to identify any relevant equality & inclusion issues as well as making you aware of any opportunities to promote equality & inclusion

Why else should we carry out Equality Analysis?

It helps us to:

❖ Consider any alternatives to address any adverse impact arising and exploit all opportunities to seek positive benefits, such as improving community relations, addressing health inequalities etc.
❖ Embed equality & inclusion considerations in all our policymaking and service delivery
❖ Focus our services and resources more efficiently and thus improve the quality of our services, employment, decision making and engagement
❖ Show our stakeholders and regulators our systematic and holistic approach to equality & inclusion

What else will Equality Analysis help us to achieve?

We want to be innovative in the way we carry out equality analysis of the effects of our policies and services etc., to make them into a business tool to change health outcomes for our patients and customers for the better, improve our employment practices for our staff and become a more inclusive decision making organisation, which actively and holistically engages with all our diverse communities. Carrying out equality analysis will help us do all of this, as well as to meet our regulatory duties. It will also help us to ensure that we work within a human rights framework of equality and fairness, dignity and respect for all.

Whose responsibility is it?

Equality Analysis is an integral part of policy development. It is most effective when it is integrated into day-to-day policy making, business planning and other governance and corporate decision making. Whenever a review of a policy or service etc. is required, the manager responsible for that policy or service is responsible for carrying out the equality analysis. She/he needs to get a team of people together to do the equality analysis together and arrange in advance of this for all team members to access the training on how to carry out equality analysis. This team should include a "critical friend", someone outside the work area (this could be a service user, staff side partner or relevant colleague from a different department). Carrying out equality analysis as a team not only will enable you to develop any ideas you have about the policy or service better, it will also allow you to have a more holistic idea of its impact, since the project team will bring together different experiences. The equality analysis should be entered into the e-tool, with each section agreed by the team. It may be that the specific policy/function/service etc. is closely connected to another one within the service; in this case, it may make sense to undertake a joint equality analysis.

What are the possible outcomes of your equality analysis?

Your assessment should show that you have reached one of three possible outcomes:

Outcome A – Your policy/service/function is not likely to result in any adverse impact for any "protected characteristic" group and promotes equality of opportunity.

Action - You need to have the completed equality analysis approved by your Director, stored in a shared drive and sent through to the Communications Team for publication on the Trust's website. You still need to ensure you complete the monitoring and review section in this proforma to enable you to check that any desired outcomes are delivered.

Outcome B – The equality analysis shows that your policy/service/function is not likely to result in any adverse impact for any "protected characteristic" group but equally does not promote equality of opportunity.

Action – As a member of an NHS Trust dedicated to continuously improving its services and organisational practice, you should look further to see if there is any lawful positive impact which could be delivered and discuss this with members of your project team. If there are any relevant actions which could be taken, please include them in the Action Plan, then follow the same steps as Outcome A.

Outcome C – The equality analysis shows that your policy/service/function is likely to have an adverse impact on particular "protected characteristic" groups or individuals.

Action – You need to consider whether the policy/service/function is lawful, for which you may need specialist advice and if not then how to mitigate or eliminate any adverse impact. This may involve:

❖ Finding another way to meet your policy or service objectives
❖ Adapting the policy/function/service etc. so that any adverse impact is removed
❖ If the equality analysis shows that some groups within "protected characteristic" groups face particular barriers or have different needs, identifying whether these can be addressed either through changing the policy/function/service or through another way

Action planning

Any actions you have identified which need to be carried out need to be put into your action plan, showing who will be responsible for carrying them out and the timescales.

Monitoring & review

You will need to monitor your action plan to ensure the actions included have been carried out and have achieved their intended outcomes. After three years you need to revisit your equality analysis as a matter of good practice; this needs to happen sooner if there are any changes to your policy/service/function which might result in adverse impact on any of the "protected characteristic" groups.

What happens once you have completed your equality analysis?

The manager, whose service/policy/function is being equality analysed, needs to send this through to her/his Service Director for approval. The equality analysis then should be placed on the relevant section on the shared drive and simultaneously sent through to the Communications Team for publication on the Trust's website.

Who can help if you have any queries?

The Equality Analysis e-tool has prompts and learning points to assist managers and teams with completion of the equality analysis. The Equality Analysis face-to-face training will take staff through specific areas of difficulty/importance and a range of relevant scenarios. For any further assistance, please contact the Equality & Inclusion Team.

Further information on equality analysis can be found in the Equality & Human Rights Commission Guide on Equality Analysis at:

www.equalityhumanrights.com/uploaded_files/EqualityAct/PSED/equality_analysis_guidance.pdf

APPENDIX 1 - INITIAL SCREENING TOOL

Title of policy/service/function/procedure/programme/ or strategy being assessed:

 (Please remember that even informal policies & procedures need to be equality analysed.)

Is it new ☐   or revised ☐

(If revised, please attach a copy of the original Equality Analysis.)

Senior Manager Responsible_____

Department   _____

Section   _____

EQUALITY ANALYSIS SCREENING TEAM (Please enter below the names of the project team members who carried out this initial screening with you and their role in the screening (e.g. team colleague or critical friend).

Name	Department	Role
		Critical friend

Date of screening   _____

Please summarise below the aims and objectives of this policy/service/function etc. including any intended outcomes.

Please state below who is intended to benefit from this policy/service/function etc. and in what way.

Please state in the table below whether the policy/service/function etc. could have any potential impact on anyone from a "protected characteristic" group, whether service users, staff or other stakeholders

"Protected Characteristic Group"	Is there likely to be a positive or neutral impact in regard to:	If the impact is adverse, can this be justified on the grounds of promoting equality of opportunity for a "protected characteristic" group or for another reason?
Age		
Disability		
Gender Reassignment		
Marriage and Civil Partnership (duty only applies to elimination of discrimination)		
Pregnancy and Maternity		

Race		
Religion or Belief		
Sex		
Sexual Orientation		

Can the policy/service/function etc. be used to advance equality and foster good relations, including for example, participation in public life? If so, how?

Please provide and summarise below any relevant evidence for your declaration above, including any engagement activities – this could include for example the results of specific consultations, complaints or compliments, customer satisfaction or other surveys, service monitoring and take-up, comments from stakeholders and demographic data.

Are there any gaps in the evidence you have which make it difficult for you to determine whether there would be an adverse impact?

No ☐ **Yes** ☐

If yes, please state below how you intend to acquire this evidence and your timescales for doing so.

```
```

You must complete a full Equality Analysis if you have identified a positive or negative potential impact for any "protected characteristic" group, which is not legal or justifiable or if you have identified any gaps in evidence which make it difficult for you to determine whether there would be adverse impact. Please insert below any issues you have identified/recommendations for the full Equality Analysis.

```
```

If you have only identified a neutral or positive impact on any "protected characteristic" group then no further action is required, other than having your Director sign off this form, a copy stored on the shared drive and sent to Communications for publication on the Trust's website.

Name of Director: **Signature:**   **Date:**

APPENDIX 2 - EQUALITY ANALYSIS TOOL

Senior Manager responsible _____

Department _____

Contact no _____

Email _____

EQUALITY ANALYSIS PROJECT TEAM

Please enter below the names of the project team members who carried out this equality analysis with you and their role in the equality analysis (e.g. team colleague or critical friend).

Name	Department	Role
		Critical friend

Date of completion of the Equality Analysis _____

From the initial screening undertaken please state below:

Key aims of the function/policy/service etc.

| |
| |

Its intended benefits and for which "protected characteristic" groups and any ways in which it can be used to foster good relations, including participation in public life.

| |
| |

Any issues/recommendations identified in your screening

The evidence you are using for this equality analysis, including engagement activities.

Based on the initial screening, please state below what the positive/negative impact is on anyone from a "protected characteristic" group

"Protected characteristic group"	Positive/negative impact	If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a "protected characteristic" group or for any other reason?	Please set out the steps you will take to avoid or remedy any adverse impact and include them in your Action Plan.
Age			
Disability			
Gender Reassignment			
Marriage and Civil Partnership (duty only applies to elimination of discrimination)			
Pregnancy and Maternity			
Race			
Religion/belief			
Sex			
Sexual Orientation			

Can the policy/service/function etc. be used to advance equality and foster good relations, including, for example, participation in public life? If so, how?

Please state when and how you will monitor and review this policy/function/service etc.

Please insert into the Action Plan below any relevant activities you have identified from the equality analysis

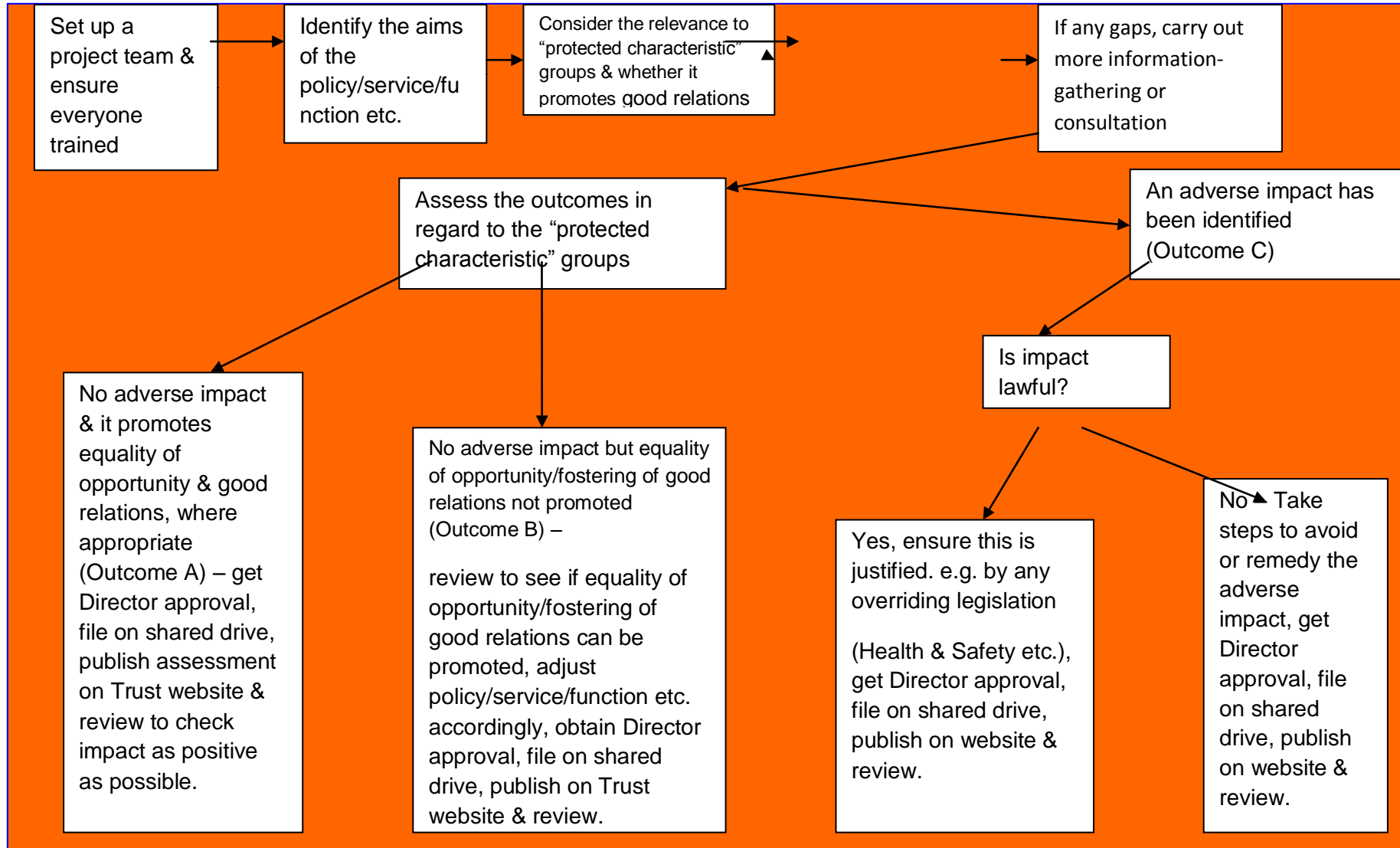| Action	Staff member responsible	Timescale	Outcome

SUPPORTING DOCUMENTATION

Please refer to any relevant documentation you have used in carrying out this equality analysis (including engagement activities, reports, surveys, publicity materials etc. where appropriate)

Name of Director: **Signature:**   **Date:**

**Equality Analysis
Flowchart**

Set up a project team & ensure everyone trained

Identify the aims of the policy/service/function etc.

Consider the relevance to "protected characteristic" groups & whether it promotes good relations

If any gaps, carry out more information-gathering or consultation

Assess the outcomes in regard to the "protected characteristic" groups

An adverse impact has been identified (Outcome C)

No adverse impact & it promotes equality of opportunity & good relations, where appropriate (Outcome A) – get Director approval, file on shared drive, publish assessment on Trust website & review to check impact as positive as possible.

No adverse impact but equality of opportunity/fostering of good relations not promoted (Outcome B) –

review to see if equality of opportunity/fostering of good relations can be promoted, adjust policy/service/function etc. accordingly, obtain Director approval, file on shared drive, publish on Trust website & review.

Is impact lawful?

Yes, ensure this is justified. e.g. by any overriding legislation

(Health & Safety etc.), get Director approval, file on shared drive, publish on website & review.

No – Take steps to avoid or remedy the adverse impact, get Director approval, file on shared drive, publish on website & review.

APPENDIX 7 – KEY DOCUMENTS

London Ambulance Service NHS Trust Annual Equality Report 08/09

London Ambulance Service NHS Trust Annual Equality Report 09/10

London Ambulance Service NHS Trust Annual Report 08/09

London Ambulance Service NHS Trust Annual Report 10/11

London Ambulance Service NHS Trust Strategic Plan 2007-13

Department of Health – "A framework for local action" (implementing human rights in Healthcare)

Department of Health – "The Equality Delivery System for the NHS"

Department of Health – Equality & Human Rights Case Study –London Ambulance Service NHS Trust – Strategic Planning process and "It's your call: Public and Patient Involvement" event

Department of Health – the NHS Constitution for England

Department of Health – NHS Outcomes Framework 2011/12

Health Care Commission – "Tackling the Challenge – Promoting Race Equality in the NHS" (March 2009)

Mayor for London – "The State of Equality in London Report" (2009)

Mayor for London – "The State of Equality in London Report" (2010)

NHS Confederation – "Rising to the challenge: health priorities for government and the NHS"