

APPENDIX TWO – Equality Impact Assessment – OD Plan 2018 – 2019



Equality Impact: Screening and Assessment Form

Section 1: Policy details - policy is shorthand for any activity of the organisation and could include strategies, criteria, provisions, functions, practices and activities including the delivery of our service.	
a. Name of policy or practice (list also any linked policies or decisions)	OD Plan 2018 – 2019
b. Name of department	Organisational Development, Leadership & Learning
c. Name of Lead	Alison Ferahi, Head of OD
d. Equality Impact Assessment Team [names, job roles]	Alison Ferahi, Head of OD, Paul Bowtle, Head of Leadership & Learning
e. Date of assessment	10 th April 2018
f. Who are the main target groups / who will be affected by the policy?	All Staff Groups – specific elements of the work will be for leaders & managers
g. What are the intended outcomes / purpose of the policy?	To contribute to the delivery of the Service Strategy & Strategic Workforce Plan by creating the conditions for a healthy organisational culture, developing effective leaders & managers & enabling individuals and teams to collectively develop a capable, sustainable & integrated workforce.
h. Is the policy relevant to the General Duty to eliminate discrimination? advance equality of opportunity? foster good relations?	Yes
If yes to any of the three needs complete all sections of the form (2- 7) If no to all of the three needs provide brief detail as to why this is the case and complete only section 7 If don't know: complete sections 2 and 3 to help assess relevance	

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Section 2: Evidence, consultation and involvement
Please list the available evidence used to assess the impact of this policy, including the sources listed below. Please also identify any gaps in evidence and what will be done to address this.

a. Previous consultation / involvement with community, including individuals or groups or staff as relevant. Please outline details of any involvement / consultation, including dates carried out and protected characteristics

Details of consultations - where, who was involved	Date	Key findings	Protected characteristics
Executive Team Regional & National Directors Senior Leadership Team HR/OD Leadership Team Heads of Service Employee Director National Partnership Representatives	23 rd March 2018	<p>The landscape within which the Scottish Ambulance Service operates is changing with the evolving health and social care integration and shared services agendas that requires to be delivered within an increasingly challenging financial climate.</p> <p>The OD Plan requires to take cognisance of this landscape whilst aligning activity to the Service Strategy: Taking Care to the Patient through the Strategic Workforce Plan and the five priority areas of the 2020 Workforce Vision: Everyone Matters (Healthy organisational culture, effective leadership and management, capable workforce, integrated workforce and sustainable workforce).</p> <p>Leaders and managers require to be equipped with the skills to operate and lead teams in this complex and challenging landscape. Employees require to have the skills, knowledge and behaviours to maximise their organisational contribution and feel more engaged, involved and supported at an individual, team and organisational level.</p>	<p>Age</p> <p>Disability</p> <p>Gender reassignment</p> <p>Gender / sex</p> <p>Marriage / civil partnership *</p> <p>Pregnancy / maternity</p> <p>Race</p> <p>Religion / belief</p> <p>Sexual orientation</p> <p>Cross cutting - e.g. health inequalities - people with poor mental health, low incomes, involved in the criminal justice system, those with poor literacy, are homeless or those who live in rural areas.</p> <p>Other?</p>

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b. Research and relevant information	The OD Plan 2018 – 2020 builds on and further develops work commenced in previous OD Plans. National policy/strategy – <ul style="list-style-type: none"> • SAS Strategy: Taking Care to the Patient • 2020 Workforce Strategy: Everyone Matters • Health & Social Care 2020 Vision
c. Knowledge of policy lead	Lead OD role in Scottish Ambulance Service and member of OD Leads Network that operates across NHS Scotland and that works closely with National HR Directors Group. Member of sub group of National Boards collaboration/shared services work.
d. Equality monitoring information -- including service and employee information	Informed by workforce equality monitoring report to shape profile of Service that details profile of staff.
e. Feedback from service users, partner or other organisations as relevant	Feedback from staff from development interventions e.g. leadership and management development training and coaching interventions. Feedback from staff through iMatter Leads regarding improvement initiatives and small tests of change.
f. Other	
g. Are there any gaps in evidence? Please indicate how these will be addressed	None identified at this time.
Gaps identified	
Measure to address these; give brief details. Further research? Consultation? Other	
Note: specific actions relating to these measures can be listed at section 5	

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Section 3: Analysis of positive and negative impacts			
Please detail impacts in relation to the three needs specifying where the impact is in relation to a particular need - eliminating discrimination, advancing equality of opportunity and fostering good relations			
Protected characteristics	i. Eliminating discrimination	ii. Advancing equality of opportunity	iii. Fostering good relations
Age			
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to age.		
Negative impacts	None identified at this time		
Opportunities to enhance equality			
Disability			
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to disability.		
Negative impacts	None identified at this time		
Opportunities to enhance equality	Consideration is given to staff who tell us they need support in order to complete training and development e.g. talking through written exercises on a 1-1 basis to enable staff with dyslexia to complete exercises in a group setting		
Gender reassignment			
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to gender reassignment.		
Negative impacts	None identified at this time		
Opportunities to enhance equality			
Gender / sex			
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to gender.		
Negative impacts	None identified at this time		
Opportunities to enhance equality			

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Marriage / civil partnership	
Positive impacts	The developmental activity highlighted in the OD Plan is available to all staff regardless of marriage or civil partnership status.
Negative impacts	None identified at this time
Opportunities to enhance equality	
Pregnancy / maternity	
Positive impacts	The developmental activity highlighted in the OD Plan is available to all staff within the service.
Negative impacts	None identified at this time
Opportunities to enhance equality	
Race	
Positive impacts	The developmental activity highlighted in the OD Plan is available to all staff regardless of race.
Negative impacts	None identified at this time
Opportunities to enhance equality	
Religion / belief	
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to religion / belief.
Negative impacts	None identified at this time
Opportunities to enhance equality	
Sexual orientation	
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to sexual orientation.
Negative impacts	None identified at this time
Opportunities to enhance equality	
Cross cutting - e.g. health inequalities people with poor mental health, low	

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incomes, involved in the criminal justice system, those with poor literacy, are homeless or those who live in rural areas. Other	
Positive impacts	The developmental activity highlighted in the OD Plan is available globally to the workforce with no restrictions in place due to cross cutting issues. For example, the coaching service is open to all staff regardless of location whether based in mainland Scotland or on the islands.
Negative impacts	
Opportunities to enhance equality	
Note: specific actions relating to these measures can be listed at section 5	

Section 4: Addressing impacts

Select which of the following apply to your policy and give a brief explanation - to be expanded in Section 5: Action plan

	Reasons
a. No major change - the EQIA shows that the policy is robust, there is no potential for discrimination or adverse impact and all opportunities to promote equality have been taken	Having given due consideration to the work streams and outcomes in the OD Plan there does not appear to be any potential for discrimination or adverse impact to any group of staff and opportunities to promote equality where possible have been taken
b. Adjust the policy – the EQIA identifies potential problems or missed opportunities and you are making adjustments or introducing new measures to the policy to remove barriers or promote equality or foster good relations	
c. Continue the development and implementation of the policy without adjustments – the EQIA identifies potential for	

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<p>adverse impact or missed opportunity to promote equality. Justifications for continuing without making changes must be clearly set out, these should be compelling and in line with the duty to have due regard. See option d. if you find unlawful discrimination. Before choosing this option you must contact the Equalities Manager to discuss the implications.</p>	
<p>d. Stop and remove the policy - there is actual or potential unlawful discrimination and these cannot be mitigated. The policy must be stopped and removed or changed. Before choosing this option you must contact the Equalities Manager to discuss the implications.</p>	

Section 5: Action plan

Please describe the action that will be taken following the assessment in order to reduce or remove any negative / adverse impacts, promote any positive impacts, or gather further information or evidence or further consultation

Action	Output	Outcome	Lead responsible	Date	Protected characteristic / cross cutting issue*
<p>Consultation with key stakeholders regarding the content of the OD Plan</p>	<p>Development of OD Plan for 2019/2020</p>	<p>OD activity is tailored to requirements in SAS</p>	<p>Head of OD</p>	<p>March 2019</p>	<p>All characteristics that we hold statistical information on are relevant</p>

* list which characteristic is relevant - age, disability, gender reassignment, gender / sex, marriage and civil partnership, pregnancy and maternity, race, religion / belief, sexual orientation or cross cutting issue e.g. poor mental health, illiteracy etc

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Section 6: Monitoring and review Please detail the arrangements for review and monitoring of the policy	
	Details
a. How will the policy be monitored? Provide dates as appropriate	The OD Plan is monitored through the Staff Governance Committee with progress reports presented quarterly
b. What equalities monitoring will be put in place?	Records are kept of participants of programmes of work so can feed into workforce equality monitoring report
c. When will the policy be reviewed? Provide a review date.	Will be reviewed in one year – April 2019

Section 7: Sign off Please provide signatures as appropriate			
Name of Lead	Title	Signature	Date
Alison Ferahi	Head of OD		10 th April 2018
Completed form: copy of completed form to be retained by department and copy forwarded to Equalities Manager for publication on Service website			
Provide date this was sent	10 th April 2018		