

Equality, Diversity and Inclusion Strategy 2018 - 2021

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V7 DRAFT



Version Control

Version	Date	Brief Detail of Changes made	Changes made by whom
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1. Introduction

- 1.1 Demonstrating fairness and equality to our patients, service users, their carers and families, and to our employees is both a legal and moral duty for NSCP.
- 1.2 This Strategy is about how we ensure that equality, diversity and human rights are embedded throughout our core business. How we will promote inclusion and diversity for both patients and staff, tackling all forms of discrimination and removing inequality in the provision of both health services and employment.
- 1.3 We recognise that in order to achieve our ambitions of attracting, recruiting, retaining, supporting and rewarding our staff and teams to enable us to meet our vision, aims and goals that our approach to people must be inclusive and value all diversity.

We also have a clear ambition to leverage all opportunities to have the social impact which is core to our values

- 1.4 This strategy should be read in the context of the NSCP strategy, the People Strategy and the Patient, Engagement and Involvement Strategy. and between them sets out how we intend to:-
 - Attract, recruit and retain the very best talent from the widest pool
 - Motivate our staff to innovate and deliver our demanding objectives in a stimulating and safe environment
 - Share the responsibility across the business to achieve these goals with our patients, carers, staff and leaders who role model excellence
 - Be legally compliant in relation to both health and employment legislation
 - Raise awareness amongst our staff and patients of the benefits of diversity and inclusion to them personally, their colleagues, the business and to the community of North Somerset
 - Use data effectively to guide both our service provision (where we are able to influence this) and our workforce plans and decisions
 - Have equality, diversity and inclusion governance arrangements to support these objectives

2. Vision, Values and Strategic Aims and Priorities

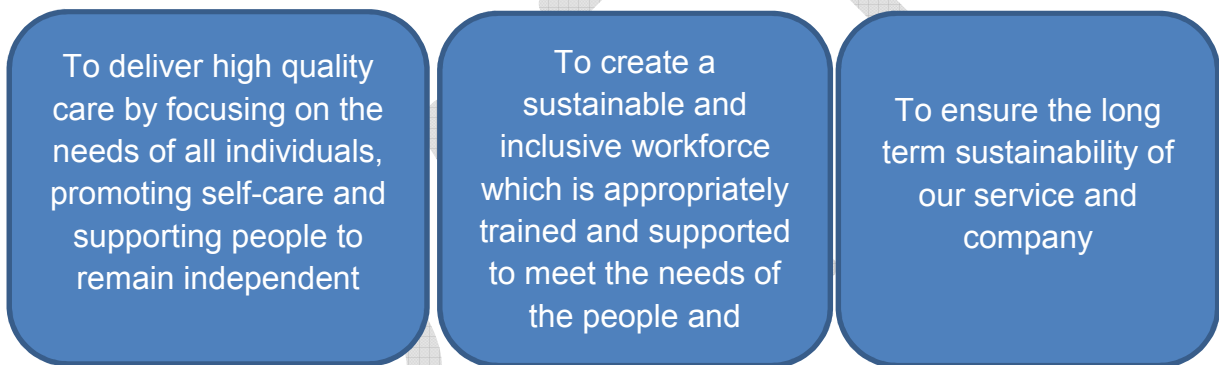
- 2.1 Our vision is that

We will be the local health provider
of choice for people, patients,
partners and staff

- 2.2 We are a values driven organisation where our values inform our decision making, recruitment processes and the behaviours we expect every day



2.3 We have three strategic aims. The determined and focussed pursuit of these aims will help us achieve our vision.



2.4 For each of our strategic aims we have identified four goals. Each year we will set priorities to enable goals to be achieved.

3. Why it matters

3.1 Current challenges and influences are as great and demanding as ever and for this reason the role of inclusion, diversity and equality in delivering a healthcare service that is robust for the future is as important now as it ever was. We have the Legal Framework, National Standards (e.g. the Workforce Race Equality Standard) and tools (such as the Equality Delivery System) all contributing to the requirements of the Equality Act 2010 and other legislation.

3.2 Whilst these things tell us how we must comply, inclusion is about the moral code of how we want to behave to ensure that both patients and staff are valued and treated with dignity and respect.

3.3 It matters because:

- If we understand difference, and are able to communicate in an inclusive way we will better understand the needs of our patients and clients. A health service at the point of need is based on the idea of understanding the need of any individual patient and responding to their difference.
- We have a very strong social value ethos and that should drive us to those parts of the community who are excluded, deprived, find it difficult or impossible to access healthcare.
- We are in competition with other health providers for talent, many of whom are working hard to increase diversity and inclusion because the evidence shows that diverse teams are more innovative and high levels of inclusion correlate positively with a range of metrics including absence, turnover, and engagement. They want to attract the best in the region. Talented individuals choose employers who value them as individuals, who understand and respond to difference, work places where they can feel valued and will add value.
- We are owned by our staff and have structures that enable staff participation in the running of NSCP. This is a model that potentially allows very high levels of staff inclusion.
- All UK employers have legal obligations to ensure that staff are not discriminated against, harassed or victimised on the groups of age, disability, marriage or civil partnership, pregnancy, maternity, paternity, race, religion or belief, sex, sexual orientation, Trans status. Public organisations are required to actively take steps to improve diversity. There is no ceiling on the potential pay out for discrimination claims, therefore our managers must understand the importance of making fair decisions, claims cause reputational damage for organisations and have a negative impact on morale.

4. E, D and I Objectives

4.1 Following the external EDI review in early 2018 we have identified a number of strategic Inclusion and Diversity objectives. We will:

- Improve our patient and workforce data
- Raise awareness amongst our staff about inclusion and diversity
- Develop our E, D and I governance arrangements
- Instigate proactive steps to improve diversity within our workforce
- Instigate proactive steps to improve recording within our patient diversity data

- Reach out to the hardest to reach parts of the community with a focus on social mobility and exclusion
- Monitor and benchmark our progress using the National Inclusion Standard
- Improve our community engagement

4.2 These objectives will be delivered through an action plan and will be reviewed in light of the EDS2 review due to be undertaken in Quarter 4 2018/19.

5. Where inclusion can be found at NSCP

5.1 North Somerset Community Partnership is committed to delivering a health service that is fair, inclusive and where human rights are integral to our values and delivery of services both for our patients and our staff.

5.2 We will take every opportunity to strengthen our approach to equality, diversity and inclusion when reviewing our services, policies and processes.

5.3 Employment Practices

North Somerset Community Partnerships Recruitment and Selection policy reaffirms our commitment to equality, diversity and inclusion.

As part of our process all personal identifiable information is removed from the application form by our People Team/NHS Jobs website before the panel receive the applications for review. The information is removed to ensure shortlisting decisions are based on skills and experience only which can be measured against the criteria listed on the Job Description/ person specification therefore removing any ability for personal preferences or bias decisions based on protected characteristics etc.

To Chair a recruitment panel the employee must have attended our Safer Recruitment workshop as this ensures best practice and an awareness of equality in processes. NSCP workforce is nearly 90% female so it can often be a challenge to ensure a gender balance on panels but consideration is given and where able is applied.

In North Somerset, there is a Multicultural Friends Association who we have made a connection with to promote opportunities within NSCP.

Our Induction and Probation policy requires all NSCP employees to attend our Corporate Induction as well as have a local induction. Our e-learning Equality and Diversity training is mandatory for all employees and needs to be refreshed every 3 years.

We also have an Employee Charter and generic job descriptions which details our commitment to our values, including equality and diversity.

5.4 Freedom to Speak Up Guardian

It is really important that our staff not only feel able to raise any concerns but importantly they are confident the Company will support them. The role of the Freedom to Speak Up Guardian is to act as an independent and impartial source of advice, supporting employees to raise concerns, using existing tools and policies including their line managers, and to offer assistance when these channels may not be appropriate or have been exhausted.

5.5 Disability Confident

Disability Confident is a government run scheme to help organisations successfully employ and retain disabled people and those with health conditions. The scheme is voluntary and we are currently signed up to Level 2, this means that we:-

- Promote a culture of being Disability Confident
- Support employees to manage their disabilities or health conditions
- Ensure there are no barriers to the development and progression of disabled staff
- Ensure managers are aware of how they can support staff who are sick or absent from work
- Value and listen to feedback from disabled staff
- Review the Disability Confident Employer self-assessment regularly

5.6 Interpreting and Translation

The NSCP Accessible Information Policy ensures that any patient communication needs are identified and recorded. This applies to all communication needs but with specific regard to individuals with needs relating to sensory impairments or whose first language is not English.

There are a range of provisions in place to support people with specific communications needs including access to interpreters, both face to face and by telephone, translation of written materials including braille and easy read versions of documents suitable for people with learning disabilities. Childrens services also use a number of face to face interpretation sessions and by telephone during their day to day work.

5.7 Community Forum

NSCP is committed to engaging with our partners in the voluntary, community and social enterprise sector so that we can support each other to deliver care and services to our patients or service users in every part of the community.

The Community Forum allows us to work in partnership to ensure that we are aware of the issues that are important to the communities we all serve and together develop and share solutions and ideas.

It is a vehicle for social impact, increasing NSCP's reach and engagement with all communities and enabling members, on behalf of the community, to influence the strategic direction of the Company. The Forum members have the opportunity to represent their organisations and services user views, and influence the development of health, care and well-being services in North Somerset.

5.8 EDS2

The EDS2 (Equality Delivery System 2) is a system that helps organisations to review and improve their performance for people with characteristics protected by the Equality Act 2010.

The system works by comparing outcomes for people with protected characteristics with outcomes for all people.

NSCP conducted an assessment of performance against the standards/outcomes from the EDS2 in November 2014, engaging local stakeholders and the community. Grades were agreed in discussion with local partners and the local populations and a three year action plan was developed.

This significant work gives us the opportunity to engage people representing groups with protected characteristics and for them to influence our plans so that we can ensure we target improvements where they are needed.

NSCP valued the impact of this previous work and is committed to refreshing the evaluation and action plan. The next refresh is planned for quarter 4 2018/19 and will help us to identify good practice and areas for improvement as well as evaluate and set our equality objectives for the next few years.

5.9 Complaints Process and PALS

We want to ensure that our services are high quality and inclusive and if someone is unhappy we want to be able to investigate and resolve any issues. Our complaints process is designed to be clear and easy to understand and we will support people to raise any concerns with us.

We also monitor information to understand whether people with protected characteristics have a different experience and, if so, why that might be and what we can do about it.

5.10 Patient and Carer Experience and Involvement Forum and Strategy

Our Patient and Carer Experience and Involvement Forum brings together staff from across the organisation to review the feedback we receive from patients, their families and carers, and the mechanisms we use to gather it. We want to ensure that we are hearing from people in all parts of our community to understand whether we are meeting their needs and where we can go further and make improvements.

Our Patient and Carer Experience and Involvement Strategy sets out our ambitions to make it as easy as possible for everyone to tell us of their experience, to ensure people are as involved as they can be and to ensure people are treated as individuals embracing difference.

6. Progress to date and plans for the future

6.1 Where we are now

The organisation is going through significant change due to external and economic factors and we need to keep in mind potential changes in demographics going forward. Despite the challenges of significant change, we are making good progress in relation to Inclusion within NSCP. Key areas of recent success include:

- Equality, Diversity and Inclusion external review
- Staff survey data
- Internal communications
- Well engaged with particular conditions within the community
- Recent appointment of a NED Champion with responsibility for Equality, Diversity and Inclusion

6.2 How will we know we are successful?

Key indicators of success are evidence to show:

- The quantity, quality and richness of our data shows an improvement
- NSCP is comfortable with the concept of E, D&I and having conversations about it
- Inclusive behaviours are valued, shared and demonstrated
- There is action in response to areas identified by Equality Impact Assessments
- People are motivated to get involved in the Staff Council
- We attract and retain talent
- Our reach into the community is extended

7. Demographics of NSCP and North Somerset (figures at 31 03 18)

- The population of North Somerset was recorded as 202,566
- The Company employs 773 people, on substantive contracts and bank worker agreements
- The age breakdowns from the 2011 Census for North Somerset are:
 - Aged 0-14 years 17%
 - Aged 15-64 years 62%
 - Aged 65+ years 21%

The 2017 mid-year estimate for people in North Somerset aged 65+ is 23.7%, compared to 21.8 % in the South West and 18% nationally.

- There are slightly more females (51.4%) than males (48.6%) in North Somerset and within BNSSG this is generally the same - 49.5% male and 50.5% female. This is in line with the national figures; (50.8% female and 49.2% male). The gender breakdown of our employees is 10.2% male and 89.8% female.
- 3.16% of our staff are from Black, Asian and minority (BAME) ethnic backgrounds. The BAME population in North Somerset is 2.6%, within BNSSG this is 8.9% and 12.7% nationally. An additional 3.2% of people in North Somerset are from White Other Groups, which include Irish, European and other White groups.
- We employ 3.5% people who are disabled and currently 82.4% of the workforce has declared they are not disabled, with 14.1% unknown. North Somerset's disabled population is 19.1% whilst 16.9% of BNSSG declare themselves as having a disability. *Of the total population in North Somerset, 8.6% (17,335) have a disability that limits their day-to-day activities a lot and 10.6% (21,405) have a disability that affects their day-to-day activities a little (Census, 2011). This compares to 17.6% of the population nationally.*
- 1% of our employees declared their sexual orientation as lesbian, gay or bisexual however 46% of the workforce did not wish to disclose their sexual orientation. The government estimates that 5% - 7% of the population is lesbian, gay or bisexual so North Somerset may have between 11,000 and 15,000 people who are lesbian, gay or bisexual.
- 61% of the population indicate that they are a Christian, with 30% indicating they have no religion; those with a religion other than Christianity make up 1.5% of the population. Nationally the profile is: 46.8% Christianity, 37.4% no religion and 7.7% other religions.

3.4% of employees have declared their religion as to be other than Christian, although 47.9% of our employees did not wish to disclose their religion/belief.

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