



Agenda Item No	Meeting	Meeting Date
Title	Equality and Diversity Strategy 2018/22	
Sponsoring Executive Director	Julie Pennycook. Director of Workforce and Organisational Development	
Author(s)	Liz Nials, Senior HR Manager	
Sub Committees previously considered by inc date		
Purpose		
To approve the Equality and Diversity Strategy		Information
		Assurance
		Agree
Link to Trust Goals		
Excellent Patient Care		
Work with others to keep improving our services		
A positive experience for patients, service users and staff		
Skilled and capable staff		
Cost effective, sustainable services		
Executive Summary		
<p>Our equality and diversity plan will contribute to the delivery of the trust vision, values and priorities over the next 4 years. It sets out a clear approach that everyone in our organisation will be taking to ensure that we embed equality, diversity and inclusion into everything we do.</p> <p>The strategic aims of our equality plan are to: (i) enable our people to connect with our vision, values and behaviours; (ii) respond positively to our quality, safety, operational and financial obligations and (iii) recruit, retain and develop skilled and committed people.</p> <p>We will embed an evidenced based framework that empowers, engages and supports everyone who comes in to contact with us and monitor performance through a new Diversity Scorecard.</p>		
Key Recommendation		
<p>The Committee is asked to consider the following recommendations:</p> <p>Timetable for implementation (critical actions) Q1 2018/19</p> <ul style="list-style-type: none"> (i) Devise and implement a new delivery model for equality and diversity and deliver the critical actions contained within the High Level Summary Plan 2018/19. (ii) Publish information to demonstrate compliance with the PSED at least annually, by 30th April 2018 and annually by the 31st January from 2019 and thereafter; (iii) Prepare and publish specific and measurable equality objectives at least every four years starting by April 2018; (iv) Undertake a baseline assessment of EDS2 performance and embed the Equality Standard across each Clinical Business Unit; (v) Publish WRES Reporting template and associated action plan by 1 July 2018. 		



Equality and Diversity Strategy

2018 to 2022

Prepared in accordance with the Equalities Act 2010

April 2018



1. Introduction

- 1.1 Welcome to our Equality Standard. This strategy will provide Isle of Wight NHS Trust with sustainable delivery model for equality and diversity and help us respond positively to our legal, regulatory and commissioner requirements, including the Equality Delivery System (EDS2) and Workforce Race Equality Standard (WRES).
- 1.2 Equality, Diversity and Human Rights are enshrined in the NHS constitution and are central to everything we do at our Trust. We aim to be recognised as a national leader for the delivery of equality and diversity and our aims are illustrated in our Equality Standard Roadmap to 2022.
- 1.3 We have set ourselves ambitious targets and responded by launching a work programme for equality and diversity that is evaluated on positive measurable outcomes as an employer and service provider.
- 1.4 We will embed equality and diversity in everything we do.



2. Vision, Values and Behaviours

- 2.1 Isle of Wight NHS Trust is the only **integrated acute, community, mental health and ambulance health care provider** in England. Established in April 2012, the Trust provides a full range of health services to an isolated offshore population of 140,000.
- 2.2 Our equality and diversity strategy will complement our wider workforce and clinical strategy and our inclusive culture will be defined by our organisational vision and values:

<p>Our values</p> <p>We care...</p> <ul style="list-style-type: none"> • about everyone's safety and wellbeing • by valuing and respecting every person • by being open and honest • by finding time <p>We are a team...</p> <ul style="list-style-type: none"> • working in partnership with others • building high trust relationships • striving for excellent communication • acting professionally <p>We innovate & improve...</p> <ul style="list-style-type: none"> • by continuously developing and learning, maintaining competency • by giving, welcoming and using feedback to improve • by trying new things; simplifying and being more efficient 	<p>Our vision</p> <p>“ Patients come first in everything we do. We fully involve our patients, staff, volunteers, families, carers and communities.”</p>
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3. Equality Delivery System (EDS2) and Workforce Race Equality Standard (WRES)

3.1 Equality Delivery System (EDS2)

3.1.1 The Equality Delivery System 2 (EDS2) framework is a national tool developed for the NHS by the NHS to aid the delivery of personal, fair and diverse services. The EDS2 is a quality improvement driver for staff and patient services. It plays an important role in helping us to evidence work to demonstrate compliance with our statutory Public Sector Equality Duty (PSED) - Equality Act (2010) to cover 9 protected characteristics.

3.2 Workforce Race Equality Standard (WRES)

3.2.1 Recent research and high profile reports (*e.g. Kline 2014 and Francis QC 2015*) as well as a considerable body of evidence, has shown that the treatment and experience of BME staff within the NHS, is on average, significantly worse than those of white NHS staff. Across the NHS as a whole, the research highlights workforce inequality that includes areas such as promotion, grading, disciplinary, and bullying and access to mandatory training. The absence of representation in senior leadership positions across the NHS is also significant.

3.2.2 The Workforce Race Equality Standard is now mandated through the NHS standard contract and in the CCG Assurance Framework. The Workforce Race Equality Standard began to be inspected against by the CQC from 2016/17 to help assess whether organisations are well-led.

4. Aims and objectives

4.1 Promoting equality, diversity and human rights is closely related to the pursuit of quality and actions to address and reduce gaps in health inequalities. A quality service is one that recognises the needs and circumstances of each patient, carer, community and staff member, and ensures that services are accessible, appropriate and effective for all, and that workplaces are free from discrimination where staff can thrive and deliver.

4.2 Our strategy therefore contributes to obtaining the greatest possible benefit for everyone who comes into contact with the trust. The needs and circumstances for patients, carers, communities and staff from protected groups can be distinct and specific. In providing quality services and workforce environments that are appropriate and effective for all, the Trust will prioritise and promote equality, diversity and human rights.

4.3 Our Equality Objectives have been inspired by the EDS2 Goals:

- Better Health Outcomes for All
- Improved Patient Access and Experience
- Empowered, Engaged and Well Supported Staff
- Inclusive Leadership at All Levels

4.4 Equality Standard performance reports will be issued to the Trust Board via the Equality Steering Committee.



5. Methodology

5.1 Crucial to the delivery of our Equality Standard is to develop an understanding of our roles and responsibility to equality and diversity. We aim to achieve this through the:

Equality Steering Committee The purpose of the committee is to provide support, advice, assurance to the Trust Board and the wider organisations in:

- Developing and embedding a culture of promoting Equality and Diversity and eliminating unlawful discrimination;
- Meeting its duties and responsibilities under Equality, Diversity and Human Rights legislation and codes of practice, including NHS, commissioners and regulatory requirements
- Promoting, recognising valuing the diverse nature of communities and staff groups within the organisation.

5.2 Equality Standard is designed to mainstream equality and diversity in everything we do and offer incremental recognition of improvement with three award levels: bronze, silver and gold. The Equality Standard toolkit includes a guidance document outlining standard criteria and a Provider Compliance Assessment (PCA) to record evidence. More specifically, the Equality Standard:

- provides a single reference point incorporating all elements of the Equality Act 2010 and EDS2;
- aims to significantly impact upon the way EDS2 is integrated into everyday business activity;
- provide clinical and corporate services with a toolkit to plan and monitor their work on Equality and Diversity;
- outline the key criteria services will work towards and the level of evidence provided will determine the standard level achieved;
- identify our performance and raise standards in equality and diversity practice; and
- improve organisational response to legal, commissioner and regulatory requirements.

5.3 VOX POP is our workforce diversity engagement programme. We will offer our people opportunities to learn and develop in the area of equality and diversity with a specific focus on the vision and values of the organisation. Inclusive learning, education and development opportunities are essential for continuous professional development and this programme will give our people the opportunity to share their unique and diverse insight in regard to our workforce and clinical strategy.

5.4 Diversity Moments is the learning, education and development programme for equality, diversity and inclusion. Diversity Moments offers a series of high impact learning modules.

5.5 Diversity Scorecard This is how we measure our equality and diversity progress using a variety of research methods (qualitative and quantitative). This includes our EDS2 evidence and grading; PSED and WRES. Under the Equality Act 2010, we have a duty to 'publish information relating to persons who share a relevant protected characteristic who are its employees' and 'publish information relating



to persons who share a relevant protected characteristic who are other persons affected by its policies and practices’.

The public sector equality duty, which came into force on 5 April 2011, was created by the Equality Act 2010 in order to harmonise the race, disability and gender equality duties and extend protection to the new protected characteristics of age, sex, gender re-assignment, pregnancy and maternity, religion or belief and sexual orientation. There is now a requirement for public bodies to publish:

- equality objectives, at least every four years
- equality information to demonstrate their compliance with the equality duty, at least annually.

Our workforce data will form part of the equality information we will collate, monitor and publish to help us meet our responsibilities under the new duty and ensure equality considerations are reflected in our employment practices and policies.

6. Analysis of Results

6.1 Equality and Diversity is a systematic process of culture change in our organisation and progress is measured through our Diversity Scorecard. The scorecard will track both quantitative and qualitative metrics and ensure we are recruiting, developing and retaining a highly skilled diverse workforce.

6.2 Our workforce reporting is structured across the following key aims:

- Inclusive leadership at all levels
- A representative and diverse workforce across all levels
- An inclusive workplace culture and environment

Inclusive leadership at all levels

To gain value from equality and diversity requires leadership and a sustained, systematic approach and long-term commitment.

Leaders are responsible for being able to manage a diverse workforce, work alongside members of diverse teams and create an inclusive culture. We are committed to continuing to build the capabilities of our leaders so that they can champion our leadership commitment to diversity. This supports our on-going compassionate leadership programme which aims to improve behaviours and skills and ensure our organisational processes and structures underpin continued improvement. In turn these will lead to compassionate leadership where staff feel valued and supported, our patients feel safe and our wider community have trust in our organisation.

What we will do:

- Equality and Diversity training will be put in place for all staff
- Engaging and communicating with staff
- Governance will be strengthened to ensure equality and diversity considerations are embedded in our decision-making processes.
- Implement the requirements of the public sector equality duty



Representative workforce across all levels

Our diverse workforce enables us to benefit from the creativity and skills of all our staff and it is important that this diversity is present across all levels of the organisation. It enables us to tap into a broad spectrum of experience and ideas that comes as being part of a diverse team.

What we will do:

- Ensuring staff at all levels continue to have access to appropriate learning and development opportunities and continuing professional development.
- We will continue to monitor the diversity of our workforce through the Diversity Scorecard and WRES

An inclusive workplace culture and environment

We want to enable all our staff to be fully involved in the Trust's work, to protect them from unfair treatment and ensure each individual can reach their potential. We have developed a set of Equality Standards that will aim to embed equality and diversity throughout the organisation and continue to identify innovative ways to promote an inclusive workplace culture for all our staff.

We are at the beginning of this programme and much is to be done with staff, our stakeholders and the specialist organisations supporting us to define and refine the interventions needed, the outcomes and how success will be measured.

What we will do:

- Promote our values and associated behaviours through training, development and communications to progress and encourage an appreciation of an inclusive workplace.
- Continue to develop better engagement and communication with our staff groups.

6.3 Diversity Scorecard

The Diversity Scorecard (Workforce) will include the six themes included in goal 3 of the EDS. These themes cover:

- recruitment and selection
- pay and related terms and conditions
- support, training, personal development
- Grievance
- Bullying and Harassment
- Disciplinary
- Performance
- Sickness Absence
- Leavers

For patients and the public, the information should at least address the nine themes included in goals 1 and 2 of the EDS. These themes cover:

- meeting health needs, promoting well-being and reducing health inequalities
- assessments of individual need and delivery of services
- changes across services and smooth transitions
- patient safety, including tackling abuse, harassment and victimisation public health, vaccination and screening programmes



- access to services
- information about services and choice over treatments
- patient experiences, respect, dignity and privacy
- patients' complaints and redress.

7. Embedding equality, diversity and inclusion in everything we do

Our equality and diversity strategy is aligned to our organisational values and objectives to ensure a consistent and sustainable delivery model for equality, diversity and inclusion.

We aim to respond positively to our legal, regulatory and commissioner requirements for equality and diversity, including the EDS2 and WRES.

Patient, workforce and customer involvement is central to everything we do. We will ensure our equality journey involves everyone in everything we do.