

**Trust Board**  
**26th January 2012**

<b>TITLE</b>	<b>Equality &amp; Diversity: Annual Report 2011</b>
<b>EXECUTIVE SUMMARY</b>	The purpose of this report is to provide assurance of the Trust's impact and effectiveness in terms of implementing the Single Equality Scheme and ensuring compliance with the legislative framework and relevant Care Quality Commission outcome standards.
<b>BOARD ASSURANCE (Risk) / IMPLICATIONS</b>	The Single Equality Scheme and ongoing work provides assurance that there is a framework for Ashford & St Peter's Hospitals NHS Foundation Trust to work within.
<b>STAKEHOLDER / PATIENT IMPACT AND VIEWS</b>	The Equality and Diversity Steering Group (EDSG) provides a forum for the diversity champions and patient representatives to be involved in the development of action plans and policies
<b>EQUALITY AND DIVERSITY ISSUES</b>	The Single Equality Scheme is central to the Trust meeting its requirements under Equality legislation
<b>LEGAL ISSUES</b>	To meet the legal requirements of The Equality Act (2010) and Public Sector Equality duty
<b>The Trust Board is asked to :</b>	Approve the Report
<b>Submitted by:</b>	Jeremy Over on behalf of Raj Bhamber, Director of Workforce & Organisational Development
<b>Date:</b>	13 January 2012
<b>Decision:</b>	For Approving

# Ashford and St. Peter's Hospitals

NHS Foundation Trust

## EQUALITY & DIVERSITY: Annual Report 2011

### **Introduction**

The purpose of this report is to provide assurance to the Board of the Trust's impact and effectiveness in terms of implementing the Single Equality Scheme and ensuring compliance with the legislative framework and relevant Care Quality Commission outcome standards.

Ashford & St Peters' Single Equality Scheme (SES) and action plan were approved by the Board in December 2009 and implemented in January 2010. It is a three-year scheme with an in-built commitment to review and update it on an annual basis. Implementation of the SES is led by the Equality & Diversity Steering Group on behalf of the Trust Executive Committee.

The SES provided a strong focus to the work of the Equality & Diversity Steering Group throughout 2011. The group, chaired by the Chief Executive, is well established with a full complement of staff champions for the nine protected characteristics included within the Equality Act (2010). Steering Group meetings have been well attended.

### **Action Plan 2011: report (appendix 1)**

Appendix 1 provides commentary and analysis regarding the various achievements during 2011, set against the Single Equality Scheme action plan approved by the Board in December 2010.

### **Objectives/Forward Plan for 2011 (appendix 2)**

The Equality & Diversity Steering Group has updated the Single Equality Scheme and proposes an action plan for delivery during 2011. The Board are asked to consider and approve the updated action plan.

### **Membership and Attendance (appendix 3)**

A table of membership and record of meetings and attendance is attached as appendix 3.

### **Terms of Reference (appendix 4)**

The Equality & Diversity Steering Group's current terms of reference are attached as appendix 2. These were last reviewed in November 2010.

**Report compiled by:**  
Jeremy Over, Deputy Director of Workforce  
*Date: January 2012*

## Annual Report for Trust Board – Equality and Diversity

Objective	Action	Lead	Commentary	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
<b>Key Work Theme 1: Leadership and Governance</b>										
Establish robust leadership and governance arrangements for equality and diversity	Publish an updated SES, including clear priorities for 2011 <b>(achieved)</b>	Director of Workforce & OD	Approved by the Board in December 2010	Dec 2010	✓	✓	✓	✓	✓	✓
	Equality & Diversity Steering Group with corporate leadership and champions for each of the six strands <b>(achieved)</b>	Chief Executive	Quarterly meetings held – champions in place covering all 9 protected characteristics in the Equality Act (2010)	Ongoing						
	Re-launch the Disability Action Group as a sub-group of EDSG (incorporating learning disabilities) with quarterly reports to EDSG <b>(achieved)</b>	Disability Champions	DAG re-launched in January 2011 with large membership and active work programme in place. New staff disability champions appointed.	Jan 2011 & quarterly						
	Provide quarterly reports to Trust Executive Committee <b>(achieved)</b>	Programme Manager	Reports submitted	Mar-Dec 2011						
	Publish an annual Board Report <b>(achieved)</b>	Programme Manager	Report submitted to Trust Board	Dec 2011						

Objective	Action	Lead	Commentary	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
<b>Key Work Theme 2: Equality Act 2010 and Care Quality Commission essential standards</b>										
Implementation of the Equality Act 2010	Monitor the implementation of the new Public Sector Equality Duty and produce an action plan for local implementation <b>(achieved)</b>	Deputy Director of Workforce	Updates provided to EDSG meetings and plans in place to ensure compliance. Legislation delayed; published September 2011 for 2012 implementation. Covered in proposed 2012 action plan.	Mar 2011	✓	✓	✓	✓	✓	✓
Support and provide assurance of compliance with equality & diversity elements of CQC essential standards	Continue to improve records of patients' demographic data to ensure individual needs can be anticipated <b>(achieved)</b>	Patient Access Manager	Quarterly reports produced and trends monitored, with remedial actions instigated.	July 2011	✓	✓				✓
	Quarterly reports to EDSG re. CQC outcome standard compliance <b>(achieved)</b>	Deputy Chief Nurse	Reports submitted. Furthermore, quarterly Complaints and PALS reporting format developed and submitted quarterly to EDSG. Latter has enabled swift identification of issues where action/training would be beneficial.  Improvements for patients with learning disabilities, including admission direct to Theatre, option for carers to stay, and improved links with community ref. discharge.	Quarterly	✓	✓	✓	✓	✓	✓

Objective	Action	Lead	Commentary	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
<b>Key Work Theme 3: Finance</b>										
Ensure the SES and priorities are adequately resourced	Programme to identify budget and manpower to achieve action plan <b>(achieved)</b>	Programme Manager	Budget for individual projects has been identified and supported	Dec 2009 and annually thereafter	✓	✓	✓	✓	✓	✓
Differences in pay between genders continue to decrease or have been eliminated	Carry out follow-up, enhanced equal pay review and act on results <b>(pending)</b>	Deputy Director of Workforce	To carry forward to Q2 2012-13	Sept 2011			✓			
<b>Key Work Theme 4: Equality impact assessments</b>										
Equality considerations are fully embedded in the development, delivery and evaluation of our policies, procedures, services and functions by carrying out EqIA's effectively	Carry out EqIAs in accordance ensuring they are of a high quality, support and training is provided to staff and the assessments are made publicly available. <b>(achieved)</b>	Deputy Director of Workforce & OD	Completion and assessment of EqIA's has been supported during the year. Assessments are published with individual policies and are therefore publicly available. Programme Manager and Quality dept provide advice and training in completion of EqIA's	3 year plan to run until Sept 2012	✓	✓	✓	✓	✓	✓
<b>Key Work Theme 5: Accessibility</b>										
Improve the accessibility of information, employment and services for all groups	Audit of publishing material to assure compliance with Royal National Institute for the Blind (RNIB) Guidelines <b>(achieved)</b>	Head of Communications	Achieved	June 2011		✓				

Objective	Action	Lead	Commentary	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
	Audit of ongoing compliance with level 1 of the Web Content Accessibility Guidelines (WCAG) <b>(achieved)</b>  Continue to meet the criteria for the ✓✓ scheme <b>(achieved)</b>	Web team  Recruitment Manager	Achieved  Two ticks scheme award retained.	June 2011  June 2011		✓				
Access audit of Trust premises to be carried out.	Runnymede Disability Access Liaison Group to carry out audit of sites <b>(pending)</b>	Director of Estates & Facilities	DisabledGo carrying out site audit in November 2011 to ensure on-line access guides are up to date. 3 organisations invited to submit proposals to carry out full site audit in early 2012.  Access Audit for revised public car parking arrangements carried out in Autumn 2011.  RNID Charter mark attained following thorough external assessment.	November 2011		✓				
	<b>Key Work Theme 6: Building capacity and capabilities</b>									
Increase awareness of equality and diversity in the workforce	Ongoing implementation of Level 1 awareness mandatory training for all staff	Programme Manager	55% trained as at 31 December 2011; E&D embedded in corporate induction for all staff, delivered by E&D Champions.	Ongoing	✓	✓	✓	✓	✓	✓

Objective	Action	Lead	Commentary	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
	<b>(achieved)</b>  Design and deliver specific E&D skills programme for line managers (level 2) <b>(carry forward to 2012)</b>	Head of Education and Training	Flexibility in delivery of the session permits trainers to draw upon local staff survey results and open up discussions regarding staff's prejudices and behaviours towards others  Staff Champions have hosted bi-monthly awareness events including disability awareness week in July, and inter-faith event with local leaders in January 2012.  To be carried forward to 2012, and to be delivered with framework of 'Living Our Values'	July 2011						
Areas of under-representation are identified and addressed	Deliver leadership development programme for bands 5 & 6 BME staff <b>(achieved)</b>	Ethnicity Champion	Road to Success programme launched December 2010. 18 participants – to complete in January 2012. 4 individuals have already secured career progression,.	Jan – Dec 2011	✓					
	Develop enhanced quarterly workforce report, broken down by 6 strands. EDSG to identify positive action plans to address under representation and/or	Deputy Director of Workforce	Quarterly workforce report produced and scrutinised at EDSG meetings. Actions identified in response to potential trends. Considerable progress achieved in closing	Feb 2011 & quarterly	✓	✓	✓	✓	✓	✓

Objective	Action	Lead	Commentary	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
	potential discrimination issues <b>(achieved)</b>		gap in data held for disability, sexual orientation and religion and belief.							
<b>Key Work Theme 7: Publication of monitoring, assessments and consultation</b>										
We publicly demonstrate our commitment to embedding E&D throughout the organisation	Publish progress against the scheme and action plan <b>(pending)</b>	Workforce & OD Director	<p>Publication of this report once approved by Board</p> <p>TrustNet and website content reviewed. Dedicated E&amp;D page with branding established under the mantra 'people work best when they can be themselves'</p> <p>Participation in Stonewall Diversity Champions programme, including Workplace Equality Index 2012 submission (improvement from 302<sup>nd</sup> to 250<sup>th</sup> in the ranking)</p>	November 2010 and annually thereafter	✓	✓	✓	✓	✓	✓

## Appendix 2: Proposed Single Equality Scheme Action Plan: 2012

Objective	Action	Lead	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
<b>Key Work Theme 1: Leadership and Governance</b>									
Establish robust leadership and governance arrangements for equality and diversity	Publish an updated SES, including clear priorities for 2012	Director of Workforce & OD	Jan 2012	✓	✓	✓	✓	✓	✓
	Equality & Diversity Steering Group with corporate leadership and champions for each of the nine protected characteristics	Chief Executive	Ongoing						
	Provide quarterly reports to Trust Executive Committee	Deputy Director of Workforce	Mar-Dec 2012						
	Publish an annual Board Report	Deputy Director of Workforce	Jan 2013						
<b>Key Work Theme 2: Equality Act 2010 and Care Quality Commission essential standards</b>									
Implementation of the Equality Act 2010	Monitor the implementation of the new Public Sector Equality Duty; produce and implement an action plan for local implementation	Deputy Director of Workforce	Mar 2012	✓	✓	✓	✓	✓	✓
Support and provide assurance of compliance with equality & diversity elements of CQC essential standards	Continue to improve records of patients' demographic data to ensure individual needs can be anticipated	Patient Access Manager	Quarterly	✓	✓	✓	✓	✓	✓
	Quarterly reports to EDSG re. CQC outcome standard compliance, supplemented by regular audits to	Deputy Chief Nurse	Quarterly						

Objective	Action	Lead	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
	provide assurance that outcomes are embedded at ward-level  Monitor E&D profile of complaints and PALS issues; report to EDSG quarterly and refer issues to relevant champions	Head of Patient Experience	Quarterly						
<b>Key Work Theme 3: Finance</b>									
Ensure the SES and priorities are adequately resourced	Programme to identify budget and manpower to achieve action plan	Deputy Director of Workforce	Dec 2009 and annually thereafter	✓	✓	✓	✓	✓	✓
Differences in pay between genders continue to decrease or have been eliminated	Carry out follow-up, enhanced equal pay review and act on results	Deputy Director of Workforce	June 2012			✓			
<b>Key Work Theme 4: Equality impact assessments</b>									
Equality considerations are fully embedded in the development, delivery and evaluation of our policies, procedures, services and functions by carrying out EqIA's effectively	Carry out EqIAs in accordance ensuring they are of a high quality, support and training is provided to staff and the assessments are made publicly available.	Deputy Director of Workforce	3 year plan to run until Sept 2012	✓	✓	✓	✓	✓	✓

Objective	Action	Lead	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
<b>Key Work Theme 5: Accessibility</b>									
Improve the accessibility of information, employment and services for all groups	Continue to meet the criteria for the ✓✓ scheme	Recruitment Manager	June 2012		✓				
	Prioritise allocated capital budget for accessibility improvements, in partnership with Head of Capital Planning	Disability Action Group	March 2013						
Access audit of Trust premises to be carried out	Site Audits to be carried out by external contractor	Disability Action Group	April 2012		✓				
<b>Key Work Theme 6: Building capacity and capabilities</b>									
Increase awareness of equality and diversity in the workforce	Ongoing implementation of Level 1 awareness mandatory training for all staff	Deputy Director of Workforce	Ongoing	✓	✓	✓	✓	✓	✓
	Design and deliver specific E&D skills programme for line managers (level 2) within framework of 'Living Our Values'	Head of Education and Training	June 2012						
	Design and implement an annual calendar of events to sustain and improve the awareness of equality and diversity across the organisation	Staff Champions	Bi-monthly events held						

Objective	Action	Lead	Timescale	Race & Ethnicity	Disability	Gender, Transgender & Pregnancy	Age	Sexual Orientation Marriage & Civil Partnership	Religion & Belief
Areas of under-representation are identified and addressed	Design and launch a second intake of leadership development programme for bands 5 & 6 BME staff, to include participation from partner organisations in NW Surrey	Ethnicity Champion and Head of Education and Training	September 2012	✓					
	Develop enhanced quarterly workforce report, broken down by protected characteristics and analysing trends over time. EDSG to identify positive action plans to address under representation and/or potential discrimination issues	Deputy Director of Workforce	March 2012 & quarterly	✓	✓	✓	✓	✓	✓
<b>Key Work Theme 7: Publication of monitoring, assessments and consultation</b>									
We publicly demonstrate our commitment to embedding E&D throughout the organisation	Publish progress against the scheme and action plan	Director of Workforce & OD	November 2010 and annually thereafter	✓	✓	✓	✓	✓	✓
	Each diversity champion to ensure a programme of engagement with relevant external stakeholders to facilitate joint working and ensure best practice within our organisation	Staff Champions	March 2012 and ongoing						

### Appendix 3: Meetings, Membership and Attendance

The membership and number of attendances during the year are as follows:

*Meetings held:*

14<sup>th</sup> February 2011

19<sup>th</sup> May 2011

9<sup>th</sup> September 2011

23<sup>rd</sup> November 2011

<b>Title/role</b>	<b>No. of attendances</b>	<b>Comments</b>
<b>1. Chief Executive (Chair)</b>	3	
<b>2. Director of Workforce &amp; Organisational Development</b>	3	
<b>3. Chief Nurse</b>	2	
<b>4. Associate Director, Performance Improvement (Equality Lead – Service)</b>	1	
<b>5. Deputy Director of Workforce &amp; OD (Equality Lead – Employment)</b>	4	
<b>6. Head of Corporate Affairs</b>	2	
<b>7. Head of Education &amp; Training</b>	3	
<b>8. Gender, Transgender &amp; Pregnancy Champion</b>	4	
<b>9. Race &amp; Ethnicity Champion</b>	4	
<b>10. Age Champion</b>	1	
<b>11. Sexual Orientation and Marriage &amp; Civil Partnership Champion</b>	2	
<b>12. Disability Champion</b>	3	
<b>13. Religion &amp; belief Champion</b>	4	
<b>14. Staff Representative</b>	1	
<b>15. Programme Manager (Secretary)</b>	0	Maternity leave
<b>16. Information Consultant</b>	2	
<b>17. Patient Representative</b>	3	
<b>18. External Disability Champion</b>	2	
<b>19. Access Manager</b>	3	
<b>20. Patient Experience Manager</b>	3	
<b>21. Learning Disabilities Champion</b>	3	

**Appendix 4:**

**TERMS OF REFERENCE  
EQUALITY & DIVERSITY STEERING GROUP**

**Constitution**

The Trust Executive Committee hereby resolves to establish a sub-Committee to be known as the Equality and Diversity Steering Group.

**Authority**

The Group is authorised by the committee to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Group.

**Membership**

- 1 Chief Executive (Chair)
- 2 Director of Workforce and Organisational Development
- 3 Chief Nurse
- 4 Equality Lead – Service                      Associate Director – Performance Improvement
- 5 Equality Lead –Employment      Deputy Director of Workforce & OD
- 6 Head of Corporate Affairs
- 7 Head of Education & Training

Leads for each Key Strand:

- 8 Gender, Transgender & Pregnancy
- 9 Race and ethnicity
- 10 Age
- 11 Sexual Orientation and Marriage & Civil Partnership
- 12 Disability
- 13 Religion & belief
- 14 Learning Disabilities
  
- 15 Recognised Staff Representative
- 16 Information Consultant
- 17 Patient Representative
- 18 External Disability Champion
- 19 Access Manager
- 20 Patient Experience Manager

**Attendance**

Attendance at meetings is essential. In exceptional circumstances when a member cannot attend they must arrange for a fully briefed deputy of sufficient seniority to attend on their behalf. Members will be required to attend as a minimum, 50% of the meetings per calendar year.

**Quorum**

In order to be quorate there must be 6 members of the group present.

### **Frequency and Conduct**

The Group will meet quarterly. Items for the agenda should be submitted to the Secretary a minimum of one week prior to the meeting.

Membership and terms of reference will only be changed with the approval of the Committee and will be reviewed and agreed annually.

### **Duties**

- To provide assurance and support in respect of compliance with Equality Legislation, and equality & diversity elements of Care Quality Commission essential outcome standards:
  - Outcome 1: Respecting and involving service users (regulation 17) – providers recognise the diversity, values and human rights of people who use services
  - Outcome 4: Care and welfare of people who use services (regulation 9) – plan the delivery of care in order to avoid unlawful discrimination including, where applicable, by providing for the making of reasonable adjustments in service provision to meet individual needs
  - Outcome 5: Meeting Nutritional Needs (regulation 14)
  - Outcome 7: Safeguarding people who use services from abuse (regulation 11) – people who use services are protected from abuse, or the risk of abuse, and their human rights are respected and upheld.
  
- To ensure that the Trust's functions and policies have been identified and assessed in priority order with a timescale for action. To ensure that assessments are carried out every three years and that staff representatives and services users are involved in the process.
- To ensure that the full range of service users is identified and that they are aware of the Trusts involvement and consultation plans and how they can take part.
- To ensure that equality monitoring in relation to service delivery and employment is in place and the data is analysed and published.
- To monitor employee relations activity relating to bullying, harassment, disciplinary, capability and grievance matters.
- To plan and implement actions required to meet the equality standards in the Department of Health's Model Employer.
- To ensure appropriate links are made with the Quality, Clinical Governance and the Performance framework to make sure we provide equitable services for patients.

### **Key Responsibilities**

- To oversee the management of the single Integrated Equality Scheme and Action plan, to review progress and report to the Trust Executive Committee on a quarterly basis
- To ensure that objectives and targets relating to equality are integrated into the Trust's strategic and operational plans.
- To ensure appropriate training, guidance and support is in place across the Trust to implement the Single Integrated Equality Scheme.
- To ensure that the Trust is prepared for external assessment in relation to the Single Integrated Equality Scheme and to be accountable to the Board for its implementation.

### **Reporting Lines**

The group will report to the Trust Executive Committee.

### **Monitoring**

The Secretary of the group will produce a quarterly report for the Trust Executive Committee and an annual report for the Trust Board.

