



Lancashire Care 
NHS Foundation Trust

Equality and Diversity Statement of Intent 2015 – 2020

Should you require this information in another language or format (e.g. large print, Braille etc) please contact Lancashire Care NHS Foundation Trust Communications dept at: Sceptre Point, Sceptre Way, Walton Summit, Bamber Bridge, Preston, PR5 6AW. Tel 01772 695300.



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Foreword by Chief Executive

Lancashire Care NHS Foundation Trust strives to promote health and wellbeing and ensure equity of access to health care and employment. Health care provision should be equitable and relevant to the needs of the individual with assumptions based on stereotypes being challenged at every opportunity.

This Statement of Intent will assist every department of Lancashire Care NHS Foundation Trust to ensure we work inclusively.

One of the measures of our success is the extent to which service users, carers and staff are engaged in everything the Trust does. The Trust will strive to do this effectively through the Trust adoption of the Department of Health's Equality Delivery System (EDS2) by ensuring that performance monitoring and scrutiny include all diverse groups defined as the 'protected characteristics' in the Equality Act 2010. Qualitative feedback from service users, staff and carers will also help us make sure that every person, mindful of their diversity, is treated with dignity and respect in line with the organisation's Values of Integrity, Respect, Excellence, Accountability, Compassion and Teamwork.

The Trust will seek to challenge discrimination at all levels in positive and constructive ways allowing the organisation and our partners to constantly improve our efforts in meeting the needs of the diverse communities we serve and our workforce.

Heather Tierney - Moore
Chief Executive
Lancashire Care NHS Foundation Trust

Introduction

In order to ensure that we take practical steps to live up to our commitment to equality, diversity and inclusion at Lancashire Care NHS Foundation Trust, it is important to have a clear and common understanding of what this actually means to every employer, patient, service user or carer and member of the public.

This Statement of Intent outlines this understanding, as well as some strategic and operational aims for the next five years. It also explains some of the methodologies we will use to measure our progress and celebrate our achievements.

What do we mean by Equality, Diversity and Inclusion?

Staff from all levels and networks across the Trust, as well as ideas inspired by a variety of other public and private sector organisations, have contributed to developing the language and concepts expressed in the following definitions.

Equality

Equality is about treating individuals fairly and ensuring that they have the same opportunities to fulfil their potential, even if this means doing things differently for different people sometimes.

The Equality Act 2010 protects individuals and groups of individuals from discrimination so they cannot be treated less favourably, no matter what their age, disability, race, religion or belief, sex, sexual orientation or circumstances in relation to gender reassignment, marriage and civil partnership, pregnancy or maternity.

Diversity

A culture which values variety of ideas, experiences and practice where differences are respected and celebrated for the benefit of ourselves, LCFT and the communities we serve.

Inclusion

When individuals with diverse needs are included without prejudice or discrimination, societies can access a wider pool of talent, commitment and experiences, taking the best from all backgrounds.

Why is this important to us?



The Business Case

Research suggests that there are six main areas in which an organisation can benefit from a robust approach to equality and diversity.

<p>Cost Increased productivity, reductions in costs relating to discrimination claims, lower turnover, better competitive advantage in the market place etc.</p>	<p>Reputation Ability to attract the best quality employees from the widest pool. Employer and supplier of choice. Reduction in negative publicity.</p>
<p>Marketing Improved insight and cultural sensitivity makes access to a range of potential 'customers' easier to achieve.</p>	<p>Creativity Diversity of perspectives and new ideas drives innovation and creative thinking.</p>
<p>Problem Solving Groups with diverse viewpoints are able to make better decisions and are more likely to challenge existing norms.</p>	<p>System Flexibility Less standardisation leads to greater fluidity and more flexibility to react quickly to environmental changes.</p>

The Law

Lancashire Care has a number of legislative and contractual obligations, some of which are covered in more detail later in this document. These include:

❖ Equality Act 2010

- This act combined all other equality legislation and protects under law, the personal characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

❖ Public Sector Equality Duty

- As part of the Equality Act 2010, all public authorities have a statutory duty to pay due regard to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

❖ Human Rights Act 1998

- This act came into force in the United Kingdom in October 2000. It meant that the protections in the European Convention on Human Rights became UK law.
- All public bodies (such as courts, police, local governments, hospitals, publicly funded schools, and others) and other bodies carrying out public functions have to comply with the Convention rights.
- This means, among other things, that individuals can take human rights cases to domestic courts; they no longer have to go to Strasbourg to argue their case in the European Court of Human Rights.
- The Act sets out the fundamental rights and freedoms that individuals in the UK have access to. They include the right to life, freedom from torture and inhuman or degrading treatment, respect for your private and family life, home and correspondence, freedom of thought, belief and religion, freedom of expression and the right to marry and start a family.

❖ Workforce Race Equality Standard (WRES)

- There is significant evidence to support the fact that BME employees are treated less favourably than their white counterparts and that there has been limited improvement for a long time. This has resulted in the introduction of a set of outcome focused metrics and there is now a legal requirement for all NHS organisations with contracts over £200k to return data annually to demonstrate progress against a set of nine indicators of race equality, including one specifically to address the low levels of BME Board representation.

❖ Accessible Information Standards (AIS)

- All organisations that provide NHS or adult social care must follow the Accessible Information Standards by law. These standards:
 - aim to make sure that disabled people have access to information that they can understand and any communication support they might need
 - tell organisations how to make information accessible to patients, service users and their carers and parents. This includes making sure that people get information in different formats if they need it, such as large print, braille, easy read and via email
 - advise organisations how to support people's communication needs, for example by using a British Sign Language (BSL) or deafblind manual interpreter or an advocate.
- As part of the standards organisations that provide NHS or social care must do five things. They must:
 - Ask people if they have any information or communication needs, and find out how to meet their needs
 - Record those needs in a set way
 - Highlight a person's file, so it is clear that they have information or communication needs, and clearly explain how these should be met
 - Share information about a person's needs with other NHS and adult social care providers, when they have consent or permission to do so
 - Act to make sure that people get information in an accessible way and communication support if they need it

❖ Equality Delivery System (EDS2)

- The Equality Delivery System (EDS2) is a framework for organisations to measure their progress against goals and outcomes associated with ensuring compliance with the Equality Act 2010 at the same time as improving services provided for local communities and better workplaces, free of discrimination. For the first time, in 2015, use of EDS2 has been mandated for NHS Trusts.

❖ Contractual Obligations

- The Trust has contracts to provide commissioned Community and Mental Health services as well as with NHS England for Specialist, Child and Adolescent Mental Health Tier 4 and HIV services, and Lancashire County Council for Health Visiting and School Nursing. These contracts all make provision for Equality and Diversity outcomes.

❖ Care Quality Commission

- The CQC has a number of Equality Objectives which it will prioritise for the years 2015-17. These include:
 - Learning and development of staff in relation to unconscious bias
 - Using the Workforce Race Equality Standards (WRES) to make judgements about whether hospitals are well-led
 - Improving the quality and safety of mainstream services for those with a learning disability, dementia or experiencing mental ill-health
 - Focusing particularly on equality areas such as adult social care services meeting the needs of lesbian, gay and bisexual people, those with a sensory impairment and looking at the transition of young disabled people into adult services
 - Working towards having no difference in the employment outcomes for staff or potential recruits because of protected characteristics

The Right Thing To Do!

Notwithstanding the very strong business and legal drivers for taking equality and diversity seriously, Lancashire Care also recognises moral and ethical imperatives.

Alongside the NHS Constitution and our commitment to the 6Cs, our Trust Values of Teamwork, Excellence, Respect, Accountability, Compassion and Integrity provide a robust framework for behaviours to underpin everything we do at Lancashire Care.

We believe that investing in making staff, patients and other stakeholders feel comfortable and respected as individuals, is a critical part of maintaining our values-driven culture and retaining our status as a Health and Wellbeing Trust. In short, it's the right thing to do!

How does this all fit in with the Trust Strategy and Vision?



The Trust has developed a quality-led five year plan which identifies six areas of strategic focus and it is important that equality and diversity priorities are designed to further these aims. The following section outlines some of these key activities and objectives for the next five years and makes explicit links with the six areas of the Trust plan shown above.

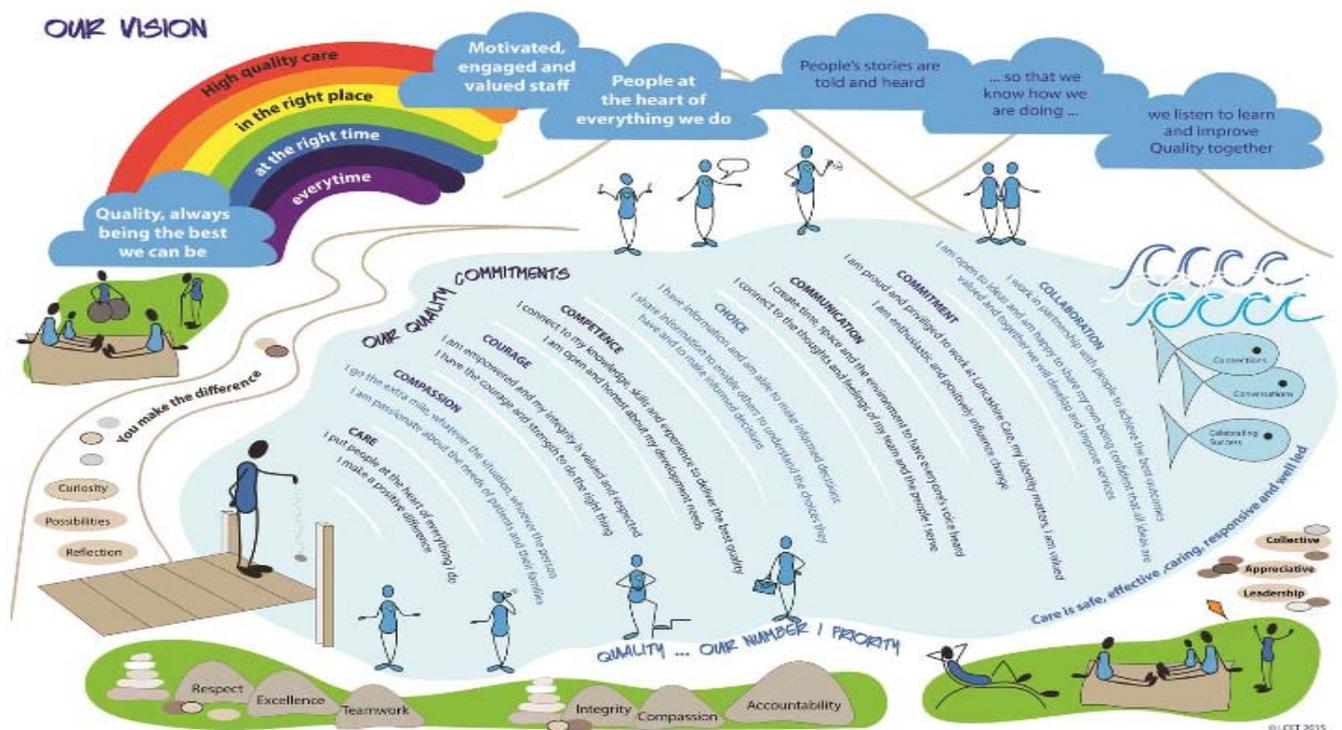
Quality is the Trust's number one priority and the Trust's vision sets out what we aspire to achieve.

The vision is reflected in our rainbow and everyone can contribute to the achievement of this vision by working together towards the outcomes in the clouds:



The rainbow is part of the full quality story picture below. This shows how the vision is supported and brought to life through quality commitments.

Quality



- Work together to make these commitments real and tangible every day
- Listening to the stories and experiences of people who use our services, families and carers
- Support the Trust in meeting the CQC Fundamental Standards of Care
- Adopt the Quality Improvement Framework for all Equality and Diversity improvements and promote involvement in the QIF Pioneer Programme
- Empower our employees to make decisions and do their best work
- Provide access to high quality translation and interpreting services
- Use diagnostic tools to ensure activity is evidence based
- Review equality and diversity strategy regularly

Excellence

- Seek out opportunities to gain awards and accreditations
- Be recognised as a national leader in the field of Equality and Diversity
- Build our reputation, knowledge and skills through partnership working
- Use feedback from our service users to ensure our services are high quality
- Celebrate our successes as a positive workplace for women
- Promote our annual Opportunity Knocks! to become a destination event

People

- Further develop the Equality and Diversity Champions network
- Support the HR Director with the Employee Engagement agenda
- Participate in the development and delivery of the People Plan
- Provide Equality and Diversity advice to the Health and Wellbeing Group
- Review online Equality and Diversity mandatory training package
- Redesign the Induction and face to face mandatory training provision
- Support delivery of the Care Certificate
- Create a prospectus of Equality and Diversity training information
- Provide staff with an Accessible Communication toolkit
- Ensure employees know how and where to access support in relation to equality and diversity issues
- Promote breastfeeding and family friendly policies
- Be explicit about welcoming LGBT staff
- Continue our commitment to the Disability Confident scheme (previously Two Ticks) , encouraging applications from people with disabilities
- Work proactively to improve access to services and employment for those with learning disabilities, autism and mental ill-health
- Hold one another accountable for actions and behaviours
- Empower our employees to make decisions and do their best work
- Encourage our service users to get involved with service user groups and act on what they tell us

Innovation

- Support the evolution of the Trust's 'Innovation as Usual' culture
- Create time to challenge, question and learn from other organisations
- Keep up to date with emerging technology and product development relevant to Equality and Diversity
- Actively participate in appropriate research and/or development projects
- Redesign the Trust Equality, Diversity and Human Rights web pages
- Develop an online Equality and Diversity resource for Trust employees
- Exploit social media to publicise and celebrate our successes and learning

Sustainability

- Source any available external funding for Equality and Diversity project work
- Identify opportunities for income generation and/or partnership working or sponsorship to reduce costs
- Work with Finance and/or Network Directors to agree appropriate budgets for Equality and Diversity activity
- Ensure suppliers are good value for money and appropriately managed

Outcomes

- Keep the patient/service user experience at the centre of what we do
- Create an environment where our staff and patients feel comfortable and safe in sharing their personal diversity
- Ensure patients are cared for in appropriate, accessible environments and services
- Work towards reducing health inequalities
- Collaborate with the recruitment, procurement, estates and Quality Academy teams to conduct equality reviews of key processes
- Exploit the links between the Equality and Diversity and Social Value, Health and Wellbeing, Quality, Organisational Development and Employee Engagement agendas
- Ensure that equality and diversity issues are taken into consideration as part of the Delivering the Strategy programmes
- Provide equality and diversity information for contract bids and tenders
- Improve the quality of monitoring data held in relation to personal characteristics
- Demonstrate improvement in relation to EDS2 outcomes and WRES metrics
- Conduct audits in relation to the Accessible Information Standards (AIS)
- Comply with legal and contractual obligations
- Identify and manage risks in relation to equality and diversity
- Publicise outcomes to promote transparency and knowledge sharing
- Improve the diversity of our workforce

How will we deliver these objectives?

The Trust will employ a wide range of methods to deliver these aims and it is important that networks, teams and individuals feel empowered to act to achieve success in the most meaningful ways for themselves and their services.

Action Planning

Analysis of data and effective risk management will inform action planning on both a Trustwide and more local, team or service level. The annual network business plans are expected to consider equality and diversity outcomes and demonstrate how the network/service lines will ensure compliance with legal and contractual obligations. The EDS2 framework described in more detail below, will provide a common methodology for measuring progress against these action plans.

The Role of the Equality and Diversity Team

Although small, the Equality and Diversity team, has a critical role to play in helping to ensure a 'high challenge, high support' environment across the Trust. It is responsible for horizon scanning and understanding how the Trust's activity feeds the wider Equality and Diversity agenda as well as drawing together the various pieces of work taking place to form a coherent Trust picture.

With a focus on providing expert information, education and training and promotion of success, alongside ensuring compliance with legal and contractual obligations, the Trust's Equality and Diversity experts should be visible and accessible, championing the organisational values, and sharing stories.

Partnership Working

The Trust will be proactive about identifying opportunities for partnership working. This may be with local authorities, other NHS organisations, community groups and charities, commissioners, service user groups and other internal and external stakeholders. We will seek out opportunities to share resources and ideas.

The Champions Network

Equality and Diversity Champions exist to help the Equality and Diversity team provide advice and share best practice. The organisation is committed to empowering them and they:

- ❖ Treat others with respect and dignity, placing high value on diversity and fairness
- ❖ Recognise equality and diversity as intrinsic to high performance and success
- ❖ Proactively support efforts to create a positive, inclusive work environment
- ❖ Challenge and overcome obstacles, removing barriers that impede progress
- ❖ Communicate the benefits of diversity and the Trust's successes
- ❖ Act as Equality and Diversity role models

The Champions follow ten key principles:

- ❖ Get to know the issues
- ❖ Make it personal
- ❖ Be yourself
- ❖ Ask for help
- ❖ Be visible
- ❖ Put words into practice
- ❖ Demonstrate leadership
- ❖ Mentor and support colleagues
- ❖ Hold others to account
- ❖ Make it natural

The role of the Champion is to:

- Attend quarterly knowledge sharing events
- Collect and compile evidence to support the Equality Delivery System (EDS)
- Celebrate and share good news stories via Trust communication channels
- Scrutinise Equality Impact Assessments and provide feedback
- Act as part of a network of 'critical friends' in relation to Equality and Diversity
- Identify and escalate risks and support action planning as appropriate
- Cascade information throughout the Trust and report back to the Champions

Risk Management

The Trust adopts a proactive approach to risk management, seeking to establish and identify risks to the organisation's strategic aims and objectives. This cultural shift from reactive risk management to a future-focused system is based on responsibility, accountability and assurance and informs a process of continuous improvement that moves beyond risk management.

Any risks identified when ensuring that the Trust's services are developed and delivered in line with the Equality Act 2010 and EDS2 goals must be clearly identified and appropriate controls designed to address these. These should be reflected in relevant business plans, described within the networks' risk registers and recorded in the appropriate system such as Datix. Networks must develop their own assurance mechanisms to ensure that equality and diversity compliance is achieved and that this is on an on-going basis.

Governance

In line with the Trust governance framework, equality and diversity assurances are the responsibility of the Quality Committee. Ultimate accountability for quality rests with the Board of Directors and the Board level Quality Committee ensures that the appropriate level of scrutiny is provided into quality standards and patient safety. The role of the Quality Committee is to test that the assurances provided and the organisational systems and processes in relation to quality are robust and well-embedded and to identify and manage the risks to the quality of care we provide. The Committee is also responsible for monitoring strategic level risks associated with the effective delivery of education, training and leadership opportunities and the recruitment and retention of high quality staff.

The Quality and Safety and People Sub-committees provide the Quality Committee with assurance and serve as escalation points for risks identified by the HR Director, Equality and Diversity and network and service line leads.

How will we evaluate our performance?

Equality Delivery System (EDS2)

The primary framework for measuring the success of our activity is the Equality Delivery System (EDS2). All networks and corporate services have to provide evidence of the work they are doing to ensure that all the outcomes in the framework are being addressed. Lancashire Care NHS Foundation Trust will scrutinise evidence twice annually, once internally during the Quarter 2 Champions network meeting and once in Quarter 3 as part of the Trust's annual Opportunity Knocks! event. The groups of scrutinisers are made up of service users, carers, community members, partner agency representatives and staff from across the Trust. Evidence is rated according to the table below:

Undeveloped	Developing	Achieving	Excelling
People from all protected groups fare poorly compared with people overall OR evidence is not available	People from only some protected groups fare as well as people overall	People from most protected groups fare as well as people overall	People from all protected groups fare as well as people overall

Whilst continuing to work towards excellence across all four goals, for the next five years, in terms of scrutiny the Trust will focus on one goal per year followed by a review of all four goals in 2019/20. This is in order to enable our networks to focus on achievable and sustainable change and robust provision of evidence. The evidence will be requested in line with the following timetable.

2015/16	Goal 2 Improved patient access and experience
2016/17	Goal 4 Inclusive leadership at all levels
2017/18	Goal 1 Better health outcomes for all
2018/19	Goal 3 Empowered, engaged and well-supported staff
2019/20	Review of all four goals

The goals and outcomes of EDS2

Goal	Number	Description of outcome
Better health outcomes	1.1	Services are commissioned, procured, designed and delivered to meet the health needs of local communities
	1.2	Individual people's health needs are assessed and met in appropriate and effective ways
	1.3	Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed
	1.4	When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse
	1.5	Screening, vaccination and other health promotion services reach and benefit all local communities
Improved patient access and experience	2.1	People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds
	2.2	People are informed and supported to be as involved as they wish to be in decisions about their care
	2.3	People report positive experiences of the NHS
	2.4	People's complaints about services are handled respectfully and efficiently
A representative and supported workforce	3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels
	3.2	The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations
	3.3	Training and development opportunities are taken up and positively evaluated by all staff
	3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source
	3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives
	3.6	Staff report positive experiences of their membership of the workforce
Inclusive leadership	4.1	Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations
	4.2	Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed
	4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination

Workforce Race Equality Standard (WRES)

We will compile an annual report of data in relation to race equality and publish it on the Trust website at the following URL www.lancashirecare.nhs.uk/WRES

The information from this report will be combined with other relevant data to inform a specific WRES action plan for the Trust with progress against the plan measured against the EDS2 goals.

	Workforce indicators For each of these four workforce indicators, compare the data for White and BME staff
1.	Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce Note: Organisations should undertake this calculation separately for non-clinical and for clinical staff
2.	Relative likelihood of staff being appointed from shortlisting across all posts
3.	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation Note: This indicator will be based on data from a two year rolling average of the current year and the previous year
4.	Relative likelihood of staff accessing non-mandatory training and CPD
	National NHS Staff Survey indicators (or equivalent) For each of the four staff survey indicators, compare the outcomes of the responses for White and BME staff
5.	KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6.	KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7.	KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion
8.	Q217. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues
	Board representation indicator For this indicator, compare the difference for White and BME staff
9.	Percentage difference between the organisations' Board voting membership and its overall workforce Note: Only voting members of the Board should be included when considering this indicator

Equality Impact Assessments (EIAs)

Equality Legislation instructs that public bodies, when there is significant change in service provision, should conduct an Equality Analysis (known as an Equality Impact Assessment or EIA). Lancashire Care NHS Foundation Trust has to comply with this duty.

The Trust also recognises that analysing the effects of existing and new services, documentation and other activity, in relation to equality and diversity, is an important way to consider the needs of the people who are involved with the Trust and to continuously improve the way the Trust works.

An EIA should be made of any documents or activity (existing or proposed) which will have an impact on people and is designed to assist service managers and stakeholders to:

- ❖ consider protected characteristics and human rights implications and identify any potential impact on different groups from Trust activity. This might include:
 - changes to service provision or introduction of new services
 - major organisational change
 - process and procedure changes that may arise in functions or services
 - changes to where services are provided
 - new policies or strategies
 - project work
- ❖ ensure policy or practice will be fully effective for all target groups
- ❖ take action to remove any actual or potential unlawful discrimination
- ❖ identify practical steps to remove or mitigate adverse effects and promote equality
- ❖ improve the quality and effectiveness of activity
- ❖ promote equality and diversity and ensure that everyone has the opportunity to benefit from Trust activity
- ❖ comply with the law, and therefore reduce potential discrimination claims

All Lancashire Care NHS Foundation Trust policies require an EIA before they can be ratified and this assessment and any arising action plan, will be considered by the People Sub-committee.

Annual Equality and Diversity Report

In Quarter 2 of each year, the Trust will compile an annual equality and diversity report which will bring together quantitative and narrative information, including that previously collated for the Trust Annual Report, WRES data and a summary of EDS2 scrutiny outcomes. As well as highlighting key actions for future activity, this report will function as a way of sharing positive stories and celebrating success.

Information Sources

www.lancashirecare.nhs.uk

<http://trustnet/Pages/home.aspx>

<http://www.nhsemployers.org/your-workforce/plan/building-a-diverse-workforce>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49638/the_business_case_for_equality_and_diversity.pdf

<http://www.skillsforcare.org.uk/Standards/Care-Certificate/Care-Certificate.aspx>

<http://www.england.nhs.uk/wp-content/uploads/2012/12/6c-a5-leaflet.pdf>

<http://www.cqc.org.uk/content/fundamental-standards>

<http://www.england.nhs.uk/ourwork/gov/equality-hub/eds/>

<http://www.england.nhs.uk/ourwork/gov/equality-hub/equality-standard/>

<https://www.england.nhs.uk/ourwork/accessibleinfo/>