

## Foundation Trust Board of Directors - 26 March 2020

### Equality Objectives 2020-2024: Equality Objective Setting

#### Purpose of the report

This report outlines Northamptonshire Foundation NHS Foundation Trust (NHFT) proposed Equality Objectives for 2020 - 2024 which will support the organisation to meet its legal duty under the Public Sector Equality Duty (PSED).

#### Analysis of the issue

The Public Sector Equality Duty (PSED) section 149 of the Equality Act, (2010) requires public organisations to publish one or more Equality Objectives at least every four years, to demonstrate progress in advancing equality for protected groups and beyond. NHFT is dedicated to embedding Equality, Diversity and Inclusion (EDI) in all activities pursued in the trust.

This report paper describes NHFT's new statutory SMART Equality Objectives in accordance with the PSED which are applicable to patients, service users, carers and those working for the trust. Setting equality objectives enables us to demonstrate how we are continuing to meet the needs of our diverse workforce and provide services that are improving outcomes and patient experience for all our protected groups in our local community.

Our work on embedding equality into the provision of health services is underpinned by engagement with a range of stakeholders which included our Equality Inclusion Assurance Board (EIAB) members, patient experience pathway groups, Patient and Public Experience Steering PEG members which include our partner organisations, Volunteers and Governors. The clinical and corporate directorate management teams were also consulted.

In developing our new statutory Equality objectives 2020-2024, we drew on the experiences and data analysis of patients, services users and the public as we believe that this is critical in shaping services that are of high quality and are reflective of the needs of our diverse community (see Appendix 1 which outlines the data sources used).

The new Equality Objectives have been ratified by the EIAB and the supplementary action plan underpinning the objectives will be monitored and reviewed by the EIAB. The EIAB continues to provide leadership and assurance to the Trust Board, Quality and Governance and the Quality Forum to ensure that the Equality Act 2010 is effectively implemented within the organisation. Regular progress reports or any matters arising will be reported to the Quality Forum and then escalated to the Quality and Governance Committee as needed. For noting the 2016-2020 objectives which were actively monitored through the EIAB, have all been completed.

#### Proposal

##### Equality Objectives 2020-2024

The development of our Trust's co-produced equality objectives are aligned with business planning and decision making to ensure that they are compatible with our key organisational objectives and mainstream operations. Although the below are four-year objectives, our intention is to annually review progress on the objectives and objective targets to identify any new information and emerging needs.

The Four Key Objectives are outlined below:

### **Objective 1**

#### **Improve the experience of work at NHFT for colleagues from Black, Asian & Minority Ethnic backgrounds.**

The first year will be to gather further intelligence as to why (despite the Trust's previous approach to race equality) the 2019 staff survey results for all 4 metrics in the staff survey decreased.

We will be focussing specifically on the opportunities for career progression and tackling bullying/harassment/abuse from colleagues and patients.

#### **Rationale- Why we have chosen this objective**

- WRES data for indicator 9 shows a huge negative difference (-4%) between the percentage of the trust board who are BME and overall percentage of BME staff in the workforce. This indicates that NHFT's board is not representative of its workforce and negative difference reflects that there is underrepresentation of BME staff on the board
- The 4 WRES Staff Survey Metric (Metrics 5-8) of Bullying, Harassment, Abuse from Patients & Staff, perception of equal opportunities in promotion and experiences of discrimination report comparatively worse experiences for BAME Colleagues. In 2019 the metrics all reported a worsening experience from the 2018 position.
- Work will commence to introduce two new impact initiatives:
  - Work will be aligned to the national agenda 'Say No to Racist Patients' as outlined in an open letter from Health Secretary, Matt Hancock. Working with our operational colleagues and reviewing policies to support our BME workforce when patients request to be treated by 'white' healthcare workers
  - Introduce recruitment experts who will be seen as an influencer to the selection process, to call out and challenge assumptions and bias, and ensure that sound decisions are made by the interview panel
  - Continue to increase the data completeness and accuracy for equality data on our electronic staff records (ESR) across all protected characteristics by 2021
  - Ensure quarterly reporting of the NHS Workforce Equality Standards/metrics during 2020/21.
- The aim of objective 1 and 2 is to make improvements which align with the aims of the Trust & the NHS People Plan.
- The NHS England Workforce Race Equality Standard (WRES) 9 data metrics will be used to guide actions and assess progress against this objective, outcomes will be reported to the Diversity Network Leads.
- It is acknowledged that it would be unrealistic to expect to resolve all the differences in experience in the next 4 years; however the interventions we put in place are aimed at making significant improvement.
- The WRES data current action plan 2019 -2020 is displayed on the NHFT public website and will be refreshed after April 2020.

## Objective 2

### Improve the experience of work at NHFT for colleagues with a long term medical condition/disability.

The first year will be to review the Trusts capability process and explore the disproportional impact on disabled colleagues by reviewing the Trusts approach to providing reasonable adjustments.

- Latest workforce data indicates good disability disclosure rates with nearly 95% of staff disclosing if they have a disability or not. Given such good disclosure rates, focusing on understanding and addressing the negative experiences of those who have disclosed that they have disability, is not unreasonable.
- The 2019 Staff Survey reported 77% of Disabled staff felt the Trust had made adequate adjustment(s) to enable them to carry out their work. 33% did not feel the Trust had made adequate adjustments. Feedback collected by the Trusts Disabled Staff Network includes examples where adjustments are not met.
- In order to understand the magnitude and nature of bullying, harassment and abuse at work experienced by colleagues with a disability, adequate support and systems must be in place to encourage victims to report such incidences.
- Work will commence to address the objective:
  - Engagement with the disability staff network to review the capability process and understand the current challenges.
  - Encourage the workforce to record and share their disability and requirements to undertake the role.
  - Share the positive stories of how reasonable adjustments have improved the work experience, if the trust can evidence that visible and effective measures are being employed it may also in turn encourage the remaining staff who have not disclosed their disability to do so.
  - Review the current process for providing reasonable adjustments and explore the potential improvements of the provision being provided by a central budget.
  - Continue to increase the data completeness and accuracy for equality data on our electronic staff records (ESR) across all protected characteristics by 2021
  - Ensure quarterly reporting of the NHS Workforce Equality Standards / metrics during 2020/21
- It is acknowledged that it would be unrealistic to expect to resolve all the differences in experience in the next 4 years; however the interventions we put in place are aimed at making significant improvement.
- The NHS England Workforce Disability Equality Standard (WDES) 10 data metrics will be used to guide actions and assess progress against this objective, outcomes will be reported to the Diversity Network Leads.
- The WDES data current action plan 2019 -2020 is displayed on the NHFT public website and will be refreshed after April 2020.

### Objective 3

**Demonstrate that a minimum of 90% of new or re-designed services, projects or policies have undergone a consistent and robust equality Analysis (EA process) by 2024 to improve quality of service provision.**

The first year the services will be supported by the Equality Compliance Manager and we will focus on new or re-designed services and developing training guides for all managers to support undertaking a thorough EA in projects and policies/protocols.

- EA is crucial in NHFT's provision of good quality and equitable services as it provides an opportunity to evidence that each analysis has considered all potential impacts a service, project or policy could have on protected groups.
- A focus on EA will enable us to ensure that adequate training is delivered to all relevant parties to ensure that Equality is consistently integrated in all new arrangements and that none of the protected groups are routinely overlooked.
- A review of Equality Analysis on new/ redesigned services, projects and trust policies indicated that the general awareness of the requirement and importance of conducting EA is there, however majority of staff do not possess sufficient knowledge of how to complete EA effectively and thoroughly risking the provision of services that are not inclusive.
- Having EA improvement as a 4 year objective, will allow us sufficient time to develop a good and user friendly toolkit, review its effectiveness and identify appropriate tools/ mechanisms to audit performance.

### Objective 4

**We will identify local health needs and reduce health inequalities within the Perinatal Team due to an underrepresentation of people from BME communities.** This will be achieved by working with our local partners and our local Health inequality group to understand the reason for the underrepresentation of people from the BME communities. Within the first year we will promote the service to the communities we cover explaining the benefits of receiving mental health care and treatment.

- Perinatal mental health covers a wide range of conditions and if left untreated mental health issues can have significant and long-lasting effects on the woman, the child, and the wider family.
- The Perinatal team has identified an underrepresentation of some protected groups such as the BME accessing their services.
- Ensure involvement and engagement of all staff, service users and carers by working with our local strategic partners to actively promote equality, diversity and inclusion through learning initiatives, such as workshops and conferences by 2024.
- Implement a refresh of the EDS2 framework during 2020/21.
- This objective is in alignment with King's Fund 2020 strategy with a focus of supporting local health care providers to effectively partner with other local organizations to improve the health and wellbeing of their local community.

## Decision required

The Trust Board is asked to:

Endorse and receive the new overarching Equality Objectives 2020-2024 for publication on the Trust's website, and approve the identified objectives for year 1.

To be assured that the oversight of the targets will be monitored via the Equality, Inclusion and Human Rights Assurance Board, and any issues or good practices escalated via the Trusts governance process.

## Governance Table

<b>For Board and Board Committees:</b>	Trust Board - 26 <sup>th</sup> March 2020	
<b>Paper sponsored by:</b>	Julie Shepherd, Chief Nurse	
<b>Paper authored by:</b>	Lenea Nyamapfeka, Equality & Inclusion Compliance Manager/Beth Brand, Head of Patient Experience	
<b>Date submitted:</b>	18 <sup>th</sup> March 2020	
<b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b>	NHFT Equality, Inclusion and Human Rights Assurance Board (EIAB).	
<b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>		
<b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>		
<b>DIGB Q strategic alignment*:</b>	Develop	
	Innovate	
	Grow	
	Build	
	Quality	✓
<b>Organisational Risk Register considerations:</b>	List risk number and title of risk	
<b>False and misleading information (FOMI) considerations:</b>		
<b>Equality considerations:</b>	Positive assurance of compliance Public Sector Equality Duty.	

Appendix 1:

<b>Evidence base</b>	
	<p>Our Equality Objectives 2020 -2024 are based on findings from our:</p> <ul style="list-style-type: none"><li>• <b>2019 Staff Survey Results</b></li><li>• <b>I Want Great Care</b></li><li>• <b>Equality Objectives Action Plan 2016-2020</b></li><li>• <b>Equality Information Reports 2016-2019 (workforce and service data)</b></li><li>• <b>Implementation of NHS Equality Delivery System 2 (EDS2)</b></li><li>• <b>Implementation of NHS Workforce Race Equality Standard (WRES)</b></li><li>• <b>Implementation of NHS Workforce Disability Equality Standard (WDES)</b></li><li>• <b>Implementation of NHS Accessible Information Standard (AIS)</b></li><li>• <b>Feedback from Equality &amp; Inclusion Staff Networks.</b></li></ul>