

Draft Equality and Diversity Action Plan 2010-2013 (Jan - March 2011)
(Reviewed and Updated February 2013)

Objective / Action	Lead	Workstream	Measure of Success and Evidence	Progress (if applicable) / Outcome	Last Review Date	Target Review / Completion Date	Priority	Race	Disability	Gender	Gender Identity	Age	Religion	Sexual Orientation
								Human Rights						
Equality Objectives														
1	The Trust is committed to promoting diversity and eliminating the discrimination and adopting the Equality Delivery System (EDS)	Chief Executive/ Equality & Diversity Manager	All	The Chair of the Trust board and the Chief Executive are diversity champions Full evaluation of the 4 EDS goals and the 18 outcomes by key characteristics is undertaken.	Chairman of Trust and Chief Executive committed to championing diversity Greater understanding of Equality and Diversity priorities of staff and local community according to the nine protected characteristics	July 2012	July 2013	4						
2(a)	Objective 1 - Data collection and usage Access to services: Forms are being piloted for patients that have new questions which cover 9 Protected Characteristics (PCs) Patient experience levels and complaints: Become more robust at responding to complaints relating to E&D issues Workforce: We collect more data from staff regarding the 9 PCs	Health Records & PAS Manager Patient Exp. & Patient Services Manager Workforce Information & Planning Manager	2 2 4	Ensure data has been collected and used/ analysed appropriately. Staff and patients involved in the pilot understand why it is important to collect the information and evaluation of pilot highlights process strengths and weaknesses Patient experience collected via patient surveys highlight good practice relating to E&D and shows the Trust is an inclusive environment E&D issues are raised during 'learning from complaints' meetings and subsequent actions taken Staff data and metrics can be used to analyse data according equality strands / the 9 PCs	In Progress. Equality Monitoring Form has been brought to Workstream 2 (Patient Experience and Community Partnerships), the Governors and Patients (via the Working With Us Panel) In Progress In Progress. Complaints which relate to any form of discrimination are directly brought to the attention of E&D manager for review. In progress. Currently collect 7 of the 9 PCs (excluding Marriage & Civil Partnership and Pregnancy & Maternity). Moving toward self-service system where staff can update their own Electronic Staff Record (ESR)	August 2012	March 2013	1						

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2(b)	<p>Objective 2 - Engagement with staff and local interest groups.</p> <p>Identify Key Interest Groups (KIGs) and contact via email/ phone</p> <p>KIGs and service users involved with service change planning: engaging them and obtaining feedback on the EDS</p> <p>Raise the profile of the importance of equality information, confidentiality, and the use and benefits of providing relevant personal information for KIGs and staff</p>	Equality & Diversity Manager	2 & 4	<p>The KIGs are engaged in a meaningful way and on a continual basis</p> <p>Divisional General Managers (DGMs), Operational managers, Clinical leaders and the Director of Estates understand, and are aware of, the need to have services that meet the needs of all patients, service users and KIGs - advice is sought from Equality & Diversity Manager</p> <p>Equality Impact Assessments (EqIAs) include supporting evidence / data / consultation from KIGs where appropriate. Staff engaged and supported</p>	<p>Ongoing. KIGs have been identified for the 9 PCs. However, identification of other systematically disadvantaged groups in the local population.</p> <p>In Progress. Director of Estates is currently attending DAAG meetings.</p> <p>In progress. Review of the Equality Analysis policy and process to be conducted in light of the Government's Equalities Red Tape Challenge.</p>	September 2012	March 2013	1							
2(c)	<p>Objective 3 - Culturally competent and empowered staff</p> <p>Mainstream E&D throughout the Trust and providing advice and positive reinforcement</p> <p>Identify and develop appropriate training to ensure staff have a well-developed understanding of E&D issues</p> <p>Deliver a high quality and culturally sensitive service appropriate to a diverse range of service users</p> <p>Benchmarking best practice ensures the Trust is at the forefront of E&D</p>	Equality & Diversity Manager	4	<p>Through patient and staff feedback via engagement with working groups such as the 'working with us panel', 'gender re-assignment AdminPprocess Forum', 'Disability Awareness Action Group', and 'LGBT forum'</p> <p>Positive engagement and feedback from training, evidence of good practice relating to E&D received from clinical and non-clinical areas</p> <p>Staff are aware of the Trust's commitment to the Trust's Personal, Fair and Diverse (PFD) approach to health and care. At least 300 members of staff are signed up as PFD champions</p> <p>Attendance and engagement with regional and national forums / conferences to learn best practices and methodologies relevant to E&D issues</p> <p>Benchmarking from other Trusts and external organisations by attendance at local, regional and national events/ conferences. Reports written to highlight main learning points for consideration of appropriate E&D adjustments for the Trust (e.g. in</p>	<p>E&D is being mainstreamed through Disability Awareness and Action Group (DAAG). DAAG and Learning Disability (LD) Steering Group are currently in the process of being merged to provide a more holistic approach to disability equality</p> <p>Ongoing. Training currently focuses on mandatory training and ad hoc equality projects with staff</p> <p>75 members of staff have signed up so far.</p> <p>Best practice and innovation in E&D is captured, shared and disseminated and advances cultural competency of the Equality capacity of the workforce.</p>	August 2012	March 2013	1							

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2(d) Objective 4 - Demonstrate leadership in equality and diversity Active support from the Board and managers across the Trust for staff represented by the PCs National leadership standards, competencies and values for E&D to be implemented in the Trust in a way in which embraces the ethos of the national agenda but is appropriate and the local level to the Trust's strategy and vision Ensure that, through mainstreaming, Board members and managers develop a deeper understanding of E&D issues Benchmark best practice	Chief Executive/ Equality & Diversity Manager Chief Executive / Equality & Diversity Manager Chief Executive / Equality & Diversity Manager	All	The Trust offers staff support by using data to make informed decisions, and where appropriate positive action, to develop a diverse workforce. This will be achieved by analysis of workforce data, staff survey and development of inclusive organisational policies and processes. Review of the relevant policies and updates to the EDS, implementation of national E&D guidelines, innovative practice in E&D recognised Trust is leading on E&D agenda and this is recognised on a national level. Locally this results in best health outcomes and access to services for all patients and our local population, inclusive of disadvantaged and 'hard-to-reach' groups	Trust work programme for young people with learning disabilities has flagged up opportunities to develop to foster an inclusive environment for a diverse range of staff to be employed. In Progress Ongoing	January 2012	March 2013	1							
Leadership and Commitment								✓	✓	✓	✓	✓	✓	✓
3 The Trust is committed to promoting diversity and eliminating discrimination Diversity is respected, understood and mainstreamed throughout the Trust. All executive directors individually and collectively ensure diversity is part of all activities of the Trust	Chair of the Trust Board of Directors Executive Directors	All	The Chair of the Trust Board of Directors is the Diversity Champion E&D objectives within leadership roles, corporate business plans and individual objectives EqIAs carried out on all functions and reported to the Board of Directors	Complete In Progress. Everyone has an E&D objective as part of their appraisals EqIA policy and process under review	N/A July 2013 September 2012	March 2013 January 2013	3 3	✓	✓	✓	✓	✓	✓	✓

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4	Governance structures exist to deliver diversity across the Trust	Director of Workforce & OD	4	Equality, Diversity and Human Rights Group (EDHRG) reports to Workstream 4 and the Board of Directors Chief Executive Chairs Regional implementation steering group Assess performance of Trust with KIGs Develop equality objectives Determine performance by each equality target group for each of the 18 outcomes of the EDS	Ongoing Chief Executive is Senior Responsible Officer (SRO) for the EDS across the NHS and was appointed National Lead for Equality at the NHS Commissioning Board. EDS Engagement Event with KIGs to assess progress on E&D planned for April 2013 Complete. These will be reviewed following an evaluation of progress on objectives to date Ongoing	September 2012	March 2013	4	✓	✓	✓	✓	✓	✓	✓
5	Governance structures support the Equality Delivery System (EDS), the new Equality Act	All	All	Equality and Diversity Manager attends workstream 2 & 4	Complete	September 2012	N/A								
6	Governance structures for equality are for staff and patients	Chief Executive	2 & 4	Yearly E&D Report to Board of Directors reporting progress on the EDS, Action Plan, EIA impacts, Staff / Patient monitoring and profiling information	Complete. Bi-Monthly Board report includes progress on E&D. EDS report is produced annually	September 2012	N/A	4							
7	Governance structures receive the reports necessary to judge whether the Trust is delivering on diversity	Equality & Diversity Manager	All	Evaluation of the impact from Equality Impact Assessments (EqIAs) and audit of process and actions arising from EqIAs.	In Progress. EqIA policy and process being reviewed. Equality Analysis must be proportional and lead to better outcomes	September 2012	July 2013	2	✓	✓	✓	✓	✓	✓	✓
				Diversity indicators to be embedded in reporting structures in Division / Department i.e. via a scorecard	No longer applicable. This will be managed as part of EqIA process and existing Workforce diversity data	September 2012	N/A	3							
				Reports to Equality Diversity & Human Rights Group from consultation groups and forums	Ongoing	August 2012	July 2013	2							

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8	Leaders are trained in diversity	Director of Workforce & OD / Equality & Diversity Manager	4	All executives have attended diversity training	Complete Board members participated in 'Connect Board' programme (builds Equality, Diversity and Inclusion into Board activities). Next step will be to integrate E&D into Trust's Business Planning Cycle	September 2012	July 2013	2	✓	✓	✓	✓	✓	✓	✓
9	Ensure Best Practice	Chief Executive / Director of Workforce & OD / Equality & Diversity Manager	2	Apply to join Pacesetters Initiative	N/A - Programme no longer runs. Best practice in E&D to be ensured from benchmarking as stipulated in Equality Objectives	August 2012	N/A	3	✓	✓	✓	✓	✓	✓	✓
10	Comply with the Deprivation of Liberty safeguards Amendment to the Mental Capacity Act Ensure patients/ service users' respect and dignity is maintained, being inclusive of disability, and responding to each individual's needs including sensitivity to different cultures/ religions/ beliefs	Chief Nurse / Associate Nurse Director	1	Compliance with the Safeguarding and Mental Capacity Work plan including requirements for mandatory training Staff refer to Religious, Spiritual and Cultural guidance handbook when needed. Staff seek support from E&D manager / Chaplains team/ Learning Disability Liaison Nurse when needed	Complete - Work plan. Compliance with Deprivation of Liberty Safeguards ongoing Ongoing	September 2012	September 2013	4	✓						
11	Ensure that partner organisations are Equality and Human Rights compliant	Head of Procurement & Logistics	3	Equality Impact Assess contracting and procurement procedures	Complete - Although review periodically	September 2012	April 2013	4	✓	✓	✓	✓	✓	✓	✓
		Director of Estates & Facilities Management	5	Review Trust protocols for contractors. Statement agreed through safeguarding committees and with the facilities dept to include in contractors code of conduct	Complete - Although review periodically				4						
Patient Experience Consultation and Communication															
12	Information for patients and service users is understood by all	PRAM Project Lead / Patient Experience Lead / Divisional General Managers	1	Printed information to be available in all formats including languages, large print, Braille, audio tape and text facilities - part of the PRAM project	Complete - Large print and other formats are available when the patient contacts us to request an alternative format	October 2012	N/A	3	✓	✓					
				Where practicable all documents to contain an accessibility strap-line	Complete - All outpatient letters have an added strapline as do intranet and internet documents. As documents are reviewed and updated the strapline is being added		N/A	3							

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			Accessibility strap-line publicised on all patient information on intranet and internet	Complete		N/A	3							
13	Understand the diversity profile of patients and Service users	Health Records & PAS Manager / Patient Exp. Manager	1 & 5	Use of hearing loops advertised across the Trust. Induction loops fitted to intercoms on new entrances.	Hearing loops at some hospital reception desks to be fitted after desks are altered to accommodate lowered access for those with a disability.	October 2012	July 2013	4	✓	✓	✓	✓	✓	✓
14	Improve communication facilities within the hospital	Communications Team PRAM Project Lead / Learning Disabilities Lead Nurse	2	Special Requirements and patient profile reviewed and updated	Complete	October 2012	N/A	3		✓			✓	
				Update website to ensure it is accessible. Engagement with DAAG to consult and address this issue	Ongoing - DAAG highlighted website accessibility issues	September 2012	July 2013	4						
				Analysis of the patient survey by diverse strands	Ongoing	September 2012	July 2013	4						
15	Local people from all equality groups have similar levels of satisfaction with the services they receive	Equality & Diversity Manager / Patient Experience Lead	2	Analysis of complaints to pick up any diversity issues / trends meeting Learning from Complaints	Ongoing - Complaints mentioning issues relevant to E&D are reported directly E&D manager, complaint is then dealt with directly or signposted to other relevant members of staff and/or learning from complaints	August 2012	July 2013	4	✓	✓	✓	✓	✓	✓
16	The complaints procedure is available to all in accessible formats	Equality & Diversity Manager / Patient Experience Lead	2	Action plans as a result of complaints are acted on and followed through	Complete & Ongoing	August 2012	August 2013	2	✓	✓	✓	✓	✓	✓
17	Benchmarking best practice	Chief Executive / Equality & Diversity Manager	4	Patient and staff surveys	Complete - Refer to Equality Objectives	August 2012	N/A	3	✓	✓	✓	✓	✓	✓
				South West E&D Leads Forum, NHS Leadership Academy, NHS Commissioning Board National Equalities Team, Third Sector conferences etc	Ongoing		September 2012	4						
18	Local people actively use opportunities available to influence development, delivery and monitoring of health services	DGMs / Patient Experience Lead / Company Secretary	2	Disability Awareness and Action Group (DAAG) consultation group meets quarterly	Complete & Ongoing	September 2012	July 2013	4	✓	✓	✓	✓	✓	✓
				Black Minority Ethnic (BME) community groups consultation to commence.	Recently established BME Health Forum in Torbay.	August 2012	July 2013	4						

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		Company Secretary	1 & 2	Foundation Trust members, patients and the public attend key forums Foundation members profiled to ensure representative of the population profile. Published within the Annual Plan	Strategy to diversify Foundation Trust membership in development (e.g. engaging and recruiting BME communities)	September 2012	July 2013	2							
19	People's differing diets are catered for	Director of EFM & Catering Manager	5	Diverse food menus are in place providing foods according to differing physical, religious and cultural needs. Assistance is given to feeding patients according to need Food menus are available in other formats (e.g. braille)	Complete - Ranges and meals to suit vegetarian, kosher, halal, vegan, gluten-free etc dietary requirements	September 2012	N/A	3	✓	✓				✓	✓
20	Peoples religious and spiritual needs are catered for	Chaplains / Comms Team / Director of Estates	4 & 5	Ensure cultural and religious festivals, holidays and rights of worship are acknowledged and publicly recognised across the Trust. Provide a quiet room for anyone to use in their own way for reflection, prayer or worship	In Progress Complete. Review of the Quiet Room function and space currently underway to ensure it is more welcoming for all faiths as well as non-faith and spiritual requirements	September 2012	July 2013	4							✓
		Chaplains / Equality & Diversity Lead	4	Update and raise awareness of the Guide for Staff in Providing Good Religious, Spiritual, Pastoral & Cultural Care	In Progress	September 2012	July 2013	4							
Health															
21	The Trust is knowledgeable about the health and inequalities experienced by different equality groups	Executive Directors	2	Data collected informs decision making Population data is interrogated, analysed and used for strategy and policy decisions	In Progress - BME Report of access and experience of Health services produced in December 2012	December 2012	September 2013	4	✓	✓	✓	✓	✓	✓	✓
22	Priorities are influenced by the health needs of the local population to reduce inequalities in health experienced by different groups	Executive Directors	2	Data collected and engagement with local interest groups informs decision making	In Progress	December 2012	September 2013	4	✓	✓	✓	✓	✓	✓	✓
Physical Access															
23	All people can access buildings, there is knowledge of Disability Discrimination Act (DDA) compliance for all buildings	Director of Estates & Facilities Management	5	Equality Impact Assessments carried out and action points monitored Compliance with disability discrimination guidance (site currently undergoing 250K upgrade over financial year in light of most recent report)	Ongoing DDA repealed. Equality Act (2010) simplifies and harmonises all previous equality legislation.	September 2012	April 2013	4		✓					

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24	New build projects Equality Impact Assessed	Director of Estates & Facilities Management	5	Equality and Diversity Manager to coordinate and publish to the Disability Awareness and Action Group and EDHG information regarding this	Ongoing	September 2012	July 2013	4	✓	✓	✓	✓	✓	✓	✓
25	Staff have knowledge of Hearing Loops accessibility	Director of Estates & Facilities Management	5	Modifications currently being made to site buildings to increase accessibility to hearing loops- this information will be communicated to staff	In Progress	September 2012	July 2013	3							
26	All signage in the hospital is appropriate and inclusive	Director of Estates & Facilities Management	5	Quotation for new external and internal signage and wayfinding obtained subject to capital funding	Complete	September 2012	N/A	3	✓						
27	Disability parking is appropriate	Director of Estates & Facilities Management	5	Car Park Survey completed February 2010 final report	Complete - New Car Parking plan being produced	September 2012	July 2013	3	✓						
28	Patient facilities are accessible to all to take into account diverse patient needs and dignity	Director of Estates & Facilities Management	2 & 5	Action plan developed to improve disabled access to Out Patient Department toilets Provision of single sex accommodation, single rooms and privacy and dignity continues to be compliant with Department of Health recommendations	Ongoing - Funding Secured Compliant - More Eliminating Mixed Sex Accommodation (EMSA) work programme close to completion	August 2012	July 2013	4		✓	✓				
29	Disabled Patients can Access facilities in Out Patient Services	Director of Estates & Facilities Management	2 & 5	250K upgrades to site accessibility in current financial year, priorities are ramps, handrails and hearing induction loops, proposed toilet hoist for outpatients	Ongoing	August 2012	July 2013	2							
Workforce															
30	Staff from all equality groups experience the Trust as a fair and rewarding place to work Ensure diversity reporting via annual workforce report and monthly Board reports (balanced scorecard)	Director of Workforce & OD	4	Review staff survey by diverse strand Ensure HR policies and procedures are up to date and Equality Impact Assessed Report on diversity trends for training, promotions, leavers, disciplinary, recruitment and grievance	In Progress Complete & Ongoing (annual Workforce Diversity Report)	September 2012	July 2013	3	✓	✓	✓	✓	✓	✓	✓
31	The Trust's staff profile matches the profile of the community	Workforce Planning & Information Assistant / Equality & Diversity Lead	4	Review staff diversity profiles and support mentoring programmes such as the Breaking through programme for BME managers and clinicians	In Progress	September 2012	July 2013	3	✓	✓	✓	✓	✓	✓	✓

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32	Staff pay equality is reduced and maintained	Senior HR Manager	4	Produce and consider the Trust's gender pay gap and Produce target to address gaps	In Progress	September 2012	July 2013	3	✓	✓	✓	✓	✓	✓	✓
33	All staff are trained on diversity. There is a comprehensive diversity strategy	Director of WF & OD / Equality & diversity Lead	4	E&D training mandatory for all staff (3 year renewal period)	In Progress. Currently under review	September 2012	July 2013	3	✓	✓	✓	✓	✓	✓	✓
		Equality & Diversity Lead		Launch update diversity training sessions (complete although currently under continuous review for improvement)	Complete. Review periodically	September 2012	July 2013	3							
		Technology Enhanced Learning Lead		Launch NHS core learning diversity e-learning package	Complete	September 2012	July 2013	3							
		Education & Dev Manager		Launch and publicise requirements to mandatory diversity training via DGMs, Team Brief, Trust Intranet etc	Complete	September 2012	July 2013	3							
		Equality & Diversity Manager		Review and update training for South Devon Healthcare and Torbay and Southern Devon Health & Care Trust relaunch across both organisations	In Progress. Currently under review	November 2012	July 2013	2							
		Equality & Diversity Manager		Run EqIA training for managers	Complete. As above	September 2012	N/A	3							
		Equality & Diversity Lead		Local Consultative and Negotiating Committee (Equality, Diversity and Human Rights group)		September 2012	July 2013	4							
34	Staff have forums to share experiences and concerns, provide support and guidance and put forward viewpoints	Director of Workforce & OD	4	ED&HR Group	Ongoing	September 2012	July 2013	4							
				Review Trust Lesbian, Gay and Bisexual Group	In Progress	September 2012	July 2013	4	✓	✓	✓	✓	✓	✓	
				Torbay BME Health Forum launched	In Progress	September 2012	July 2013	4							
35	Ensure recruitment of staff is inclusive and that positive action is taken where necessary	Recruitment Manager	4	Encourage recruitment of disabled staff –Mindful Employer, Remploy, Pluss, disability ✓✓	Ongoing	September 2012	July 2013	4							

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	Recruitment Manager		Commence initiative to employ more staff with learning disabilities by: <ul style="list-style-type: none"> Identifying posts that would be suitable Using 'easy read' documentation Reviewing selection processes Encouraging work placements for people with learning disabilities 	Trust is host site for Project Search (work programme for young people with learning disabilities)	September 2012	July 2013	4		✓					
							KEY							
							1	Priority						
							2	Being Actioned						
							3	Completed						
							4	Ongoing						