Joint Equalities Co-operative
Annual Report
2015

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Making sure that everyone counts
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About the Authors

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Marisa Cockfield is the equality and diversity lead for South Devon and Torbay Clinical Commissioning Group. A former barrister and teacher, she joined the NHS five years ago in a corporate governance role, moving to equality and diversity at the inception of the CCG in 2014.

Both she and Emma McCluskey have a shared vision of an effective, multi-agency and Director led equalities platform, delivering high quality work within the equalities and inequalities agenda at a time of increasing challenge.

Marisa was a finalist in the 2014 NHS Leader of Inclusivity of the Year award.

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Emma has worked for Torbay and South Devon NHS Foundation Trust for 10 years, commencing her NHS career with the Recruitment and Temporary Staffing team. In 2013, Emma graduated from the University of Leicester with a degree in HR and in 2015 became a Chartered Member of the CIPD.

Emma leads the Employability Hub which supports individuals from ‘traditionally less well heard’ groups to find sustainable employment. The Trust has been awarded Gold status against Health Education England’s Talent for Care Strategy as a result of the success of the Employability Hub. The Hub was subsequently awarded funding to widen participation further.

In 2015, Emma was successful in joining NHS Employers in the National Equality and Diversity Partners Programme.
Introduction

Equality lies at the heart of what we believe about the NHS and we are determined to build a service that puts patients and their aspirations at its heart, and removes barriers that stop our staff working to their full potential. We encourage all staff to live the values of the NHS Constitution to make sure that everyone counts.

The NHS is committed to ‘high quality care for all, now and for future generations’. This cannot be delivered without taking action to advance equality and tackle health inequalities. Tackling inequality is not straightforward. Assessment and planning of our performance can only be effectively undertaken with both community and workforce engagement. If we can work together to get it right, everyone will benefit from reduced health inequalities and improved health and social care. Consequently, South Devon and Torbay Clinical Commissioning Group (SD&T CCG) and Torbay and South Devon NHS Foundation Trust (TSDFT) have together developed a Joint Equalities Cooperative to enhance strategic leadership and governance structures through the relevant Health and Wellbeing Board.

The aims of the equality co-operative are two-fold: to provide high level monitoring and assurance for the development and delivery of mutually agreed equality objectives and to report that work into the health and well-being boards to inform and potentially influence strategy around health inequalities. A major part of the co-operative’s annual workplan is to oversee compliance with national statutory and mandatory standards, including the Equality Act 2010, the public sector equality duty and the NHS equality delivery system (EDS2). The joint approach is one of the first of its kind in the country.

The work of the co-operative is supported by the equality and diversity leads and support officers, and facilitated by a shared hub for information and communications.

This report provides an overview of the current commitments of the Joint Equalities Cooperative, offering an insight into how we have performed against our objectives. It explores the feedback from our community and our staff and outlines how forthcoming objectives will be framed to meet the needs of our local population.

Equality Delivery System (EDS2)

The Equality Delivery System (EDS) is a governance framework, mandated by NHS England in April 2015. It was originally developed in 2011 by the NHS for use by organisations that commission and provide NHS services. The EDS is designed to support NHS organisations to meet the requirements of section 149 of the Equality Act 2010 – the public sector Equality Duty (PSED). The EDS provides a clear and robust framework which enables NHS organisations to be transparent about their equality performance. Moreover, the EDS was created to drive improvements, strengthen the accountability of services to those using them, and bring about workplaces free from discrimination.
More information on the grading and performance of the EDS can be found in Appendix A1 for South Devon and Torbay Clinical Commissioning Group and in Appendix A2 for Torbay and South Devon NHS Foundation Trust.

The equality objectives for the Joint Equalities Cooperative are reviewed annually and are founded on the feedback from our staff and our community. The shared equality objectives for 2016 are as follows:

**Objective 1: Accessible Information**
Capture, monitor and evaluate relevant demographic data in order to remove barriers and improve access to services/information.

**Objective 2: Inclusion Health Groups**
Effectively engage with socially disadvantaged and hard to reach groups to actively reduce inequalities in health and care.

**Objective 3: Representative and Supported Workforce**
Influence the shape of the workforce through (a) an effective employability strategy whereby the primary focus is to develop a diverse workforce and (b) actively promoting a wellbeing strategy which aims to develop the talent and resilience of the workforce

**Objective 4: Inclusive Leadership**
Develop measurable interventions which effectively capture staff views and ideas, build cultural competence and empower leadership within a values framework for the organisation.

**Governance**

**Link to Health and Wellbeing boards**
This paper constitutes the annual report to the Devon and Torbay Health and Well-being Boards. Once approved, it will be forwarded to the chairs of both boards and tabled at the next review meeting.

**Equality reference group**
The equality reference group brings together individuals, group representatives and organisations from all sectors of people with protected characteristics and health inequalities. The group supports the work of both organisations and provides expertise around teaching and learning, community engagement and specific commissioning projects. Members of the group attended the annual EDS2 grading event, helping to shape the peer assess the internal grading assessments. This was the first time an integrated, cross-organisational approach had been taken, following discussions and encouragement from the NHS equalities team. Their input is highly valued, and grounded on good personal and professional relationships.

**Health Inequalities Agenda**
The equality co-operative workplan includes three events per year focusing on health inequalities issues: for 2015/16 we are considering, with members of our reference group:
• living with deprivation May 2015;
• veterans’ health and accessibility issues November 2015; and
• gypsy/traveller/refugee accessibility issues March 2016.

Further Engagement:
Throughout the year the equality co-operative is represented in a wide variety of contexts, such as:
• Devon and Torbay Blue Light Day
• Hate Crime week
• Devon and Cornwall Police Local Reference Group
• Transgender round table event
• GP training on FGM, domestic and honour violence, patient engagement, the equalities and inequalities agenda, LGBT health and access issues, transgender issues
• Additional staff training
• Transgender memorial day
• Responding to feedback from Torbay Deaf Club
• LGBT regional health needs assessment
• RaRe conference
• Modern Slavery conference
• Board presentations
• Hello my name is campaign
• Learning disability self-assessment framework events
• Community engagement
• Totnes Pride
• Multi-agency FGM response group

Statutory framework
Both organisations are required to demonstrate compliance with the following mandatory standards:

Workforce Race Equality Standard (WRES)

On 1st April 2015, NHS England launched the Workforce Race Equality Standard (WRES) to tackle barriers that Black and Minority Ethnic (BME) staff may face in the workplace. The Standard aims to ensure that employees from BME backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

NHS England note that the move follows recent reports which have highlighted disparities in the number of BME people in senior leadership positions across the NHS, as well as lower levels of wellbeing amongst the BME population.

The WRES has nine indicators split into three focus areas: three workforce metrics; five NHS Staff Survey findings; and one relating to Board representation. The results of the 2014/15 Standard can be found in Appendix B. A formal action plan is in place to address the issues raised therein.
**Operating Principles and Commissioner Letter**

CCGs are required to evidence ‘due regard’ to using the indicators for the standard to improve workplace experiences and representation at all levels. They must also give assurance that their providers are implementing the standard.

The accessible information requirements for providers are referenced both in the NHS Standard Contract, and in the accompanying operating principles on equality and diversity, and dignity and compassion in care. The CCG has written to all providers asking for copies of interim reports and reminding them of the duty to provide annual reports to both NHS England and the CCG due in May 2016.

**Accessible information**

In order to advance equality of opportunity under the direction of the Public Sector Equality Duty, NHS England mandated the Accessible Information Standard on 24th June 2015. The Standard applies to all organisations which provide NHS or adult social care and such organisations are required to follow the Standard by law. The Accessible Information Standard directs and defines a specific, consistent approach to identifying, recording, flagging, sharing and meeting individuals’ information and communication support needs.

**Vanguard Project**

As part of the vanguard project, a steering group is working on improving systems for data sharing between GP surgeries. The enhanced summary care record will be the main vehicle for this, once GP systems have been aligned. The equality co-operative will be represented on this group as part of the accessible information compliance agenda.

**Practice Managers’ Update**

Having raised the implementation timetable with the chair of practice managers for South Devon and Torbay, Emma McCluskey and Marisa Cockfield will present to practice managers on the development of the vanguard project and their duties under the standard in January 2016.

**Reference to NHSE**

The data sets provided by NHSE for use under the accessible information standard present problems for the shared data project. These will be referred to NHSE.

**Operating Principles and Commissioner Letter**

The accessible information requirements for providers are referenced both in the NHS Standard Contract, and in the accompanying operating principles on equality and diversity, and dignity and compassion in care. The CCG is writing to all providers asking for copies of their report due in May 2016.

**Total Communication Now**

Total Communication Now (TCNow) is an all-inclusive evidence based approach to deliver improved communication between services and individuals with communication difficulties, such as those with learning disabilities, dementia, stroke or autism, and all people who find written and spoken English difficult.
People are given help to make meaningful visual aids to support their communication needs. More complex communication aids (such as eye gaze systems) are provided by NHS England to support the 10% of people with the most complex needs – such referrals are assessed through the wider Speech and Language Therapy service.

In addition, organisations can get help and advice in making their face-to-face communication signage and support to make their information easier to understand (easy read/accessible), thereby becoming more inclusive and tackling inequalities. Communication disability affects all areas of life, causing the risk of social isolation, depression (patients and families), dependence on others and poor health outcomes.

Strategic investment in Total Communication Now will offer a long-term solution to compliance with the Accessible Information Standard. A ‘one-stop’ provider of all communication needs based within the organisation will have significant financial benefits and will result in communication aids being available within a very short timeframe. The Joint Equalities Cooperative is therefore supporting a business case to expand the Total Communication Now service as the sole provider of communication aids for the Torbay and South Devon Community.

**Rapid Equality Analysis**

In order to ensure that all policies across the two organisations have paid due regard to equality and the FREDÁ principles of the Human Rights Act 1998, the Joint Equalities Cooperative developed a Rapid Equality Impact Assessment for policies (including procedures and protocols).

The key purpose of Equality Analysis is to help identify direct and indirect discrimination. The equality impact assessment process, if properly conducted, should reveal aspects of services/policies that may unwittingly exclude or negatively impact upon particular groups of people. It is the outcome of the assessment that makes it a valuable tool, not the process itself.

There are no statistical tests available for identifying impact and therefore the question of impact is a matter of professional judgment. Any action points must be integrated into existing service planning and performance management frameworks along with monitoring and review processes. It is a legal requirement that the Trusts publish accessible information which demonstrates compliance with the PSED. Publishing our Equality Impact Assessments on the Trusts’ public website is a robust way of demonstrating compliance.

**Integrated Impact Assessment Tool**

The CCG quality team has developed an integrated impact assessment tool, now available as an interactive excel spreadsheet. The team worked with commissioners to develop a tool that would provide effective baseline and development data to evidence due regard for the seven domains: patient safety, clinical effectiveness, clinical outcomes, patient and staff experience, equalities and inequalities, and sustainability. The CCG governing body approved both the tool and the

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1 FREDÁ – Fairness, Respect, Equality, Dignity, Autonomy
accompanying policy guidance in October 2015. The tool is now in use across commissioning of service redesign/new services/decommissioning.

**Inclusion Engagement Groups**

Under the direction of the Joint Equalities Cooperative, the two organisations have developed a number of sub-groups designed to eliminate discrimination and advance equality particularly in respect to the protected characteristics. The following groups are currently in place.

**Disability Awareness in Action Group (DAAG)**
The Trusts’ commitment to eliminating disability discrimination and making reasonable adjustments takes its foundation from the key requirements of the Equality Act 2010.

The Trusts have a very active Disability Awareness and Action Group. It meets bi-monthly and is represented by both staff and members of the public. The group is chaired by a member of staff and is supported by service user champions. The group work towards an agreed workplan and discuss how to improve services, accessibility and information distributed to patients, potential employees and carers/relatives.

**Learning Disability Partnership Board – Health Sub Group**
The Learning Disability Health Sub Group has been in existence for two years and has influenced improvements to a wide range of health issues including Bowel Screening, Dental and Eye Care, the Learning Disability Self-Assessment Framework and Easy-read leaflets. The group has, amongst its membership LD Champions who are currently testing Weight Management services, and Healthy Lifestyles by using pedometers to monitor the number of steps they take each day. Members have taken an active role in annual Blue Light Days, which aims to increase awareness of the emergency services.

**Lesbian, Gay, Bisexual and Trans Group (LGBT)**
Following the success of the Stonewall Leadership Programme, the Trusts have expanded the membership of the LGBT (Lesbian, Gay, Bisexual and Trans) network group. The group meets regularly on an alternate formal and informal basis. Whilst formal meetings are on site and focused on delivery of actions to improve services, informal are held off site and encompass a more social, networking element.

This group encompasses members from both LBGT and non-LGBT backgrounds with an interest in equality and diversity issues.

**International and Minority Ethnic Group**
As a result of the Workplace Race Equality Standard (WRES), the organisations have developed a drop-in forum for Black, Minority Ethnic (BME) staff to share experiences and contribute to the development of workplace culture. Across the South Devon health community, a new 10-week language and cultural awareness programme is in place to welcome and support international staff.
Employability Hub

The Trusts demonstrate a commitment to the values of the NHS Constitution, creating organisations which foster inclusion and encourage staff to recognise difference. As the largest employer in the area, this means that we must use the resources available to us for the benefit of the whole community, and ensure that nobody is excluded, discriminated against or left behind. The employability Hub does just that: as a vehicle for delivering the Employability Strategy, it utilises the benefits of a large employer to offer work placements/training to people within our community. Its aim is to develop and enhance their skills and confidence and, as a result, they are better equipped to find sustainable employment. The Employability Strategy is congruent with the existing culture, adding social value and supports the Trusts’ wider plan.

The Employability Hub act as an umbrella for a number of opportunities:

- **Step Programme**: Inclusion groups refers to people that can face discrimination and social exclusion. These groups include, but are not limited to, people that are homeless, ex-offenders, and substance misuse.

- **Project Search**: Project Search has a very clear goal – to give young people (aged 18-24) with a learning disability or Autistic Spectrum Condition (ASC) the skills to gain competitive paid employment.

- **Work Experience**: Our general work experience programme offers placements of up to 2 weeks to young people (aged 16-19) referred by their school. Adult work experience is also available.

- **Devon Studio School**: Devon Studio School (DSS) is part of a new generation of state schools, which have been created to help address the challenge of preparing young people (aged 14-19) for work.

**NHS Employers Equality and Diversity Partners Programme**

The Equality and Diversity Partners programme supports participating trusts to progress and develop their equality performance and to build capacity in this area. At the same time the programme provides an opportunity for Partners to offer advice, guidance and demonstrations of good practice in equality and diversity management to the wider NHS. Torbay and South Devon NHS Foundation Trust was successfully in becoming an NHS Employers Equality and Diversity Partner for the first time in 2015.

NHS England have developed The Equality and Health Inequalities Hub and subsequent dashboard to share best practice case studies of effective implementation of the Equality Delivery System (EDS). Torbay and South Devon NHS Foundation Trust have had their work recognised here in the following case studies:
Workplace Champions

The organisations are keen to ensure that all staff have the appropriate support and information available to them. The organisations recognise the roles of Workplace Champions as significantly important both now and in the future. The Workplace Champion role exists in three essential forms:

**Acceptable Behaviour**
The overall role of the Acceptable Behaviour Advisor is to act as a first point of contact for staff who feel they have experienced unacceptable behaviour. The champion will help their colleagues talk through their problems, explore their experiences, and provide detailed information on the potential options available to them. The champion will not be involved in any aspect of the investigatory process but will provide appropriate support and guidance to enable colleagues to set appropriate actions in motion.

**Wellbeing at Work**
The principle role of a Wellbeing at Work champion is to act as a link between the wellbeing team and individual workplaces/teams. The champion will act as the voice for wellbeing initiatives and signpost staff accordingly. The champion will play a pivotal role in keeping wellbeing alive within their departments.

**Personal, Fair and Diverse**
It is the role of a Diversity Champion to ensure that no person (patient/ carer/ staff) experiences barriers to accessing our services. Diversity Champions will be expected to act as role models – speaking up when something doesn’t seem right. They will be driven to improve practice and help to create an inclusive organisation by recognising unacceptable behaviour. They will thus act as the first point of contact to support colleagues/patients and signpost them to the relevant support accordingly.

Regional Equality Leads

Both South Devon and Torbay Clinical Commissioning Group and Torbay and South Devon NHS Foundation Trust are part of the Devon and Cornwall Equality Leads Forum. The group share similar issues in relation to geographical isolation and rurality, together with a statistically older, and less diverse population than other parts of the UK. The group meets on a quarterly basis to share experiences and knowledge across both the national and local agendas.
### Proposed Co-operative Workplan 2015-16

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<td>ERG focus group - BME, gypsy, traveller</td>
<td>WRES report due 1st May</td>
<td>EDHR week</td>
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**On-going:**

Rapid policy EIA, QEIA, Employability, network groups, CRMs, policy review timetable, community engagement, training, leadership development, equality objectives work and updates, EDS/CQC evidence gathering, equality monitoring.
Appendix A1:
South Devon and Torbay Clinical Commissioning Group EDS2 Summary Report

Appendix A2:
Torbay and South Devon NHS Foundation Trust EDS2 Summary Report 2015

Appendix B1:
South Devon and Torbay Clinical Commissioning Group WRES Report

Appendix B2:
Torbay and South Devon NHS Foundation Trust WRES Report 2015-SDHFT
Torbay and South Devon NHS Foundation Trust WRES Report 2015-TSDHCT