

DRAFT V1.7

Equality Scoping Report

January 2010 Update

NB: The SHA is currently working to develop a Single Equality Scheme (SES) in anticipation of the new Act. As part of this process we are reviewing our progress with the initiatives identified in the following action plans:

- Disability, Race, Gender, Eight Point Plan and the Recruitment Action Plan that underpin our three current Equality Schemes.

This review will help inform the development of a new action plan to underpin our SES. Below is evidence gathered to date on equality and diversity. This template will be updated with progress on a regular basis

(R = Race, D = Disability, G = Gender)

1. SYSTEM LEADERSHIP			Equality Duties		
OBJECTIVE	ACTIONS	UPDATE ON PROGRESS	R	D	G
Develop mechanisms for sharing learning on E&D with Y&H NHS Trusts and PCTs.	<p>Re-establish networks across Y&H for PCT/Trust Equality and Diversity Leads</p> <p>Develop the network as mechanism for sharing learning and development in order to</p>	<p>Regional E&D Network re-established with a membership comprised of Equality and Diversity Leads from NHS organisations (including FT's) in Y&H</p> <p>E&D capacity and capability within the region is being developed with the sharing of learning and</p>	√	√	√

	improve E&D capacity & capability in the region	intelligence through quarterly meetings, workshops and a virtual network. Further work to develop capability of network members and share good practice planned for 2010			
Support Y&H NHS Trusts/PCTs in fulfilling the Equality Duties	Share information on current progress in organisations Identify common themes in terms of support that may be helpful and devise responses as appropriate	SHA 2008 review of PCT & Trust compliance provided information on development areas resulting in regional events on: <ul style="list-style-type: none"> • Conducting effective Equality Impact Assessments • Improving data collection on service users • Supporting the development of national guidance on diversity data collection for service users • Approaches to staff E&D awareness training Ongoing support and leadership provided to PCTs regarding: <ul style="list-style-type: none"> • Implementation of national programmes within the region, such as Race for Health. • Facilitation of a regional workshop; The SHA together in partnership with Y&H Public Health and Department of Health facilitated a workshop for Primary Care providers and commissioners regarding the use and application of ethnicity data 	√	√	√
			√		
			√		

		<ul style="list-style-type: none"> • A further workshop is planned jointly with NHS Bradford the aim to explore the implications of the proposed Single Equality Bill. <p>The results of the 2010 national compliance audit of SHA's and PCT's by the Equality & Human Rights Commission will be used to inform future development of events and priorities for the network.</p> <p>SHA's Pacesetters programme is a partnership between local communities, Over the past 2 years the SHA has been working with the 6 NHS organizations involved in the regional programme to apply service improvement methods and to develop, test and implement evidence based local interventions. These are shared with NHS Trusts and PCT's in the region and nationally. Key learning identified through the pacesetters programmes will be implemented through SHA'S SES action plan. Scoping will be undertaken to embed the Pacesetters programmes and projects within the NHS in Yorkshire and the Humber.</p> <p>The SHA encourages NHS organisations to use the national staff survey results to improve staff satisfaction within the service (e.g. levels of appraisals; development opportunities; etc)</p>	√	√	√
--	--	--	---	---	---

<p>Darzi review outputs to inform regional strategy that addresses health inequalities.</p>	<p>Assess outcomes from the Darzi review to identify impact on disability, ethnicity and gender</p>	<p>The SHA vision for health services across the region and its intentions for reducing health inequalities are now set out within <i>Healthy Ambitions</i> which is based on the national work by Lord Darzi.</p> <p>Delivering Healthy Ambitions is the implementation framework for Healthy Ambitions, the NHS Next Stage Review report in Yorkshire and the Humber.</p> <p>Healthy Ambitions prioritised programmes relating to Learning Disability and wider social inclusion agenda</p> <p>Regional Director of Public Health report for 2010 highlights ethnicity within the region and local PCT area to inform commissioning priorities</p> <p>Next steps; To consider how the SHA's Single Accountability Process might be used as a mechanism for providing assurance that PCTs are making progress on the E&D agenda.</p>	<p>√</p> <p>√</p> <p>√</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>
<p>Ensure all major changes in service provision proposed by NHS organisations take account of</p>	<p>SHA guidance on the Service Change Assurance Process (SCAP) to set out requirement for proposals to be supported by an EqIA</p> <p>Review all submissions for</p>	<p>SHA SCAP guidance identifies requirement for submissions to be supported by an EqIA</p> <p>The SHA E&D lead is included in the SCAP process, and reviews all submissions for evidence that equality issues have been taken into account</p>			

<p>the needs of diverse groups</p>	<p>evidence of an EqIA to ensure that the proposals have taken account of diversity issues</p> <p>Provide Feedback as appropriate</p>	<p>Feedback has been provided on all submissions received so that providers can ensure equalities issues are considered in there plans.</p> <p>Next steps: To consider how the SHA will develop an assurance process to show that PCT engagement and consultation is reflective of diverse groups and PCT's are holding to account providers to meet Equality and Diversity Duties.</p>	<p>√</p>	<p>√</p>	<p>√</p>
<p>Ensure all PCT World Class Commissioning (WCC) Plans take account of the needs of diverse groups</p>	<p>SHA guidance on WCC planning process to set out requirement for PCT plans to be supported by an EqIA</p> <p>Review all submissions for evidence of an EqIA to ensure that the plans have taken account of diversity issues</p> <p>Consider the use made of JSNAs and evidence of consultation with staff and patients on EqIA outcomes</p> <p>Provide Feedback as appropriate</p>	<p>SHA WCC planning guidance identifies requirement for plans to be supported by an EqIA</p> <p>The SHA E&D lead is included in the WCC planning review process, and examines all submissions for evidence that equality issues have been taken into account</p> <p>All 2009/10 Plans were reviewed and feedback provided. Follow up visits undertaken to Wakefield, Bradford & Kirklees PCTs to support the process.</p> <p>All draft plans for 2010/11 have been reviewed and feedback provided</p> <p>The SHA was the first to analyse and manage the NHS system ensuring the patient and public feedback is regularly gathered analysed and used to inform planning. The SHA is the first to produce a</p>	<p>√</p>	<p>√</p>	<p>√</p>

		<p>three year polling report that illustrates our year-on-year improvement in the region.</p> <p>This public perception polling carried out by the SHA is shared with the NHS system regionally and internally at the SHA to help prioritise activity. This is then used by all PCTs in our region to inform their Communications and Engagement strategies, and is assessed through the World Class Commissioning process.</p> <p>Furthermore, regular meetings are held with PCTs to discuss the results of patient insight and ensure the NHS system is delivering on priorities such as Delivering Single Sex Accommodation.</p> <p>We build an understanding of service user experience in the region using insight from national and local survey findings. This informs our planning in terms of providing support or intervention to organisations in their engagement and improving user-experience practice.</p> <p>Patient and Public involvement will be looking to embed the Patient and Consumer Insight metrics systems agreed into the performance regime and day-to-day quality management systems.</p> <p>Next steps: To consider how the SHA's Single Accountability Process might be used as a</p>			√
--	--	--	--	--	---

		mechanism for providing assurance that PCTs are making progress on the E&D agenda.			
Ensure PCT commissioning intentions developed as part of the Transforming Community Services initiative take account of the needs of diverse groups	<p>Review all submissions for evidence of an EqIA to ensure that the plans have taken account of equality issues</p> <p>Provide Feedback as appropriate</p>	<p>The SHA E&D examined all the submissions of the draft 2010/11 plans for evidence equality issues had been taken into account and provided feedback as appropriate.</p> <p>Next steps: To check on how the feedback may have been used to inform planning to take TCS forward.</p>	√	√	√
Work with public sector colleagues in the region to support efforts to improve employment opportunities for people with mental health issues in line with the national PSA16 targets	<p>Support the regional steering Group</p> <p>Monitor progress within the NHS</p> <p>Identify areas of good practice and publicise these across NHS organisations to encourage wider take up</p>	<p>SHA has in place a delivery plan to support the diversity of the current and future workforce and to provide a co-ordinated approach to meeting wider workforce development needs;</p> <ul style="list-style-type: none"> Health sector Route way and Employability, increasing number of trusts are working with Job Centre Plus supporting long term unemployed back into work through various credited and non credited training, this programme supports people with disabilities and long terms conditions back into work 		√	

		<ul style="list-style-type: none"> • Progress towards DH/DWP 25% target partnerships with colleges, NHS Trusts and Job centre Plus is contributing to meeting DWP targets • PSA 16 delivery strategy for adults with severe mental illness, SHA are going forward to provide additional training and work experience opportunities within Trusts for people who have experienced mental health issues. • Local Employment Partnerships, 90% of the Trusts in the region are signed to the delivery of the Employment Partnerships Programme • Backing Young People, within the region PCT's and the SHA are working together on this initiative with two PCT's taking a lead. • Future Jobs Fund, good progress has been made in the region to provide opportunities to young people. 		√	
Develop a process for conducting EqlAs on SHA functions & plans (Based on pilots on SSR & Y&H Extending	<p>Research and clarify the purpose of an EqlA on an SHA regional plan in relation to the role of DH and PCTs</p> <p>Use the SHA Extending Lives Plan and SSR Plans as the basis</p>	<p>This is now being picked up as part of the development work on a Single Equality Scheme for the SHA.</p> <p>Scoping exercise now commence with Directors</p> <p>This will be followed up by meetings with Directorate</p>	√	√	√

Lives Plan)	for developing a framework for use in wider SHA	teams and ADs as appropriate In the meantime, the SHA EqIA template has been updated. The new template will be used to capture the assessments done in SSR on WCC and FT Development			
-------------	---	--	--	--	--

2. COMMUNICATIONS & ACCESS TO INFORMATION 3.			Equality Duties		
Improving Public Awareness of SHA & Access to publications	Publicise the role of SHA to provide improved understanding of its role in the National Health Service	New SHA website launched 2007 Equality and Diversity webpage upgraded October 2009 to reflect the work being undertaken within the SHA	√	√	√

3. ENGAGEMENT & INVOLVEMENT			Equality Duties		
Identify health inequalities which may apply to diverse groups in Y&H and work to reduce them	Identify high level health inequalities for diverse groups across the region. Produce 'heat maps' highlighting priority issues in Y&H	The Y&H Health Inequalities 'Engine Room' Forum is working to develop an improved picture of inequalities for people with disabilities, minority ethnic communities and gender within the region. Next steps: To consider effective ways to embed	√	√	√

	Work with PCTs to ensure that commissioning plans take account of these priorities	<p>Equality and Diversity within the function of the Pathways Leadership Board.</p> <ul style="list-style-type: none"> - Analysis of information - Representation of clinicians diverse backgrounds - Explicit reference to equality and diversity data within reports - Propose Equality indicators on dashboard where relevant 			
Consult and involve relevant stakeholders in to inform the SHA's approach to addressing inequalities identified	<p>Identify appropriate stakeholders to consult and involve on proposed responses to issues identified</p> <p>Develop robust mechanisms to ensure sustainable engagement and involvement of relevant stakeholders</p>	<p>Previous attempts to identify and engage relevant stakeholders have proved difficult to sustain.</p> <p>Renewed efforts are being made to identify alternative ways of engaging and involving relevant stakeholders more effectively in order to inform the development of our response to the needs of disabled people, ethnic minority groups, men, women and transgender</p> <p>This issue is being addressed through the work to develop the SES for the SHA which will look at the potential to link into PCT engagement processes and to work with other regional public bodies.</p>	√	√	√

4. REGIONAL WORKFORCE			Equality Duties		
Develop an NHS workforce for	Work to develop a profile of diversity within the Y&H labour	The SHA has produced Workforce Ambitions which is designed to underpin the regional health strategy	√	√	√

<p>Y&H which is representative of the population served</p>	<p>market</p> <p>Ensure health economies maintain a focus on workforce diversity issues and are making progress toward the goals</p> <p>Use the ESR Data Warehouse to monitor and report on diversity within the NHS workforce across the region.</p>	<p>and provide a framework for NHS workforce planning and development in Yorkshire and the Humber.</p> <p>In support of the annual planning process the SHA held a Workforce Planning Forum within each health community where the approach to workforce diversity was one of the issues considered.</p> <p>Work is under way at a regional level to produce information regarding the diversity of staff within organizations. In conjunction with this, work has begun on analysis of the age, gender and ethnicity of the labour market at regional and sub-regional level.</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>
<p>Ensure access to education and training within the Higher Education Institutions takes account of the needs of diverse groups</p>	<p>Work with education providers to identify potential adverse impacts in access to programmes in order to ensure programmes are inclusive</p> <p>Devise and implement appropriate interventions to improve inclusivity</p> <p>Monitor and review impact of interventions and adapt as appropriate</p>	<p>Education Commissioning colleagues at the SHA host the Opening Doors Network which aims to bring people together working on the widening participation agenda in HEIs across the region.</p> <p>Work with the Bradford Centre for Diversity and Inclusion (University of Bradford) has produced a methodology for reviewing educational programmes to ensure contribution to inclusive leadership</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>	<p>√</p> <p>√</p>
<p>The Deanery to seek to assure itself that</p>	<p>Review all Trust activities and identify completers and gaps</p>	<p>Each Locality Business Manager requested written confirmation from relevant Trusts that EqlAs have been carried out on local processes</p>	<p>√</p>	<p>√</p>	<p>√</p>

<p>activities covering the recruitment, selection and training of Junior Doctors & Dentists undertaken at trust level are being underpinned by EqlAs where appropriate.</p>	<p>Agree activities and timescales with Trusts for EqlAs completion (arrange training if required)</p>	<p>Responses have been collated, and where gaps have been identified necessary action has been agreed, Positive responses received from 5 Trusts A follow up process is underway with those Trusts who have yet to respond.</p> <p>Next steps: To consider how the Deanery will continue to assure itself that Trusts continue to meet their equality duties in relation to doctors in training</p>			
---	--	---	--	--	--

5. LEADERSHIP DEVELOPMENT			Equality Duties		
<p>Devise a Leadership Development Strategy for the region which is inclusive and embraces diversity</p> <p>Support BME Leadership development</p>	<p>Roll out the West Yorkshire BME executive Mentoring Programme to NY & SY</p> <p>Recruit BME staff as Executive Coaches and promote access to coaching for BME staff</p> <p>Develop and deliver i-lead, developing inclusive leadership behaviours etc amongst CEOs and EDs.</p>	<p>The SHA has developed an approach for addressing diversity and inclusion within its Leadership Strategy and work is being undertaken in relation to diversity of staff within the various talent and leadership pools.</p> <p>SHA has approached leadership work from the perspective of inclusion that is a focus on behaviours, attitudes and assumptions of existing leaders that are excluding talent. Diversity is framed as an opportunity; BME colleagues are seen as contributors and partners and seek their involvement</p>	√	√	√

<p>across Y&YH</p>	<p>Design and deliver Leaders for Change a bespoke development route for BME staff at Band 7+</p> <p>Design and deliver Accelerate a development programme for BME staff Band 6 to 7</p> <p>Hold a diversity and inclusion summit</p> <p>Launch the Innov8 Alliance</p> <p>Deliver the pilot Diversity Leaders Programme</p>	<p>as mentors, coach's not just recipients.</p> <ul style="list-style-type: none"> SHA has partnered with colleagues at West Yorkshire to pilot the Executive Mentoring programme offering Exec level mentoring to 24 BME staff Work is underway with Bradford University to pilot Board development that looks at inclusion and strategic contribution of diversity Pilot programme underway to develop diversity and inclusion cadre in organisations, recruited in the region from Equality and Diversity leads, emphasis of the programme is to address culture, values and behaviour. i-lead programme is at design stage the proposal is to offer inclusive leadership self assessment tool and offer a programme with Bradford University and other existing partners. <p>The Single Equality Scheme to include the SHA role in ensuring PCT commissioners and key SHA Managers are skilled and competent on Equality and Diversity in order to ensure Statutory Duties are discharged.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p>	<p></p> <p>√</p> <p>√</p> <p>√</p>	<p></p> <p>√</p> <p>√</p> <p>√</p>
------------------------	--	--	-------------------------------------	------------------------------------	------------------------------------

6. THE SHA AS AN EMPLOYER			Equality Duties		
Devise an E&D development programme for the SHA Board and staff to build on the training already provided through the mandatory on-line E&D package	<p>Identify possible providers of training</p> <p>Work with the Lead Director for E&D to Develop an outline specification for a development session</p> <p>Issue tender for programme and commission delivery of the programme</p>	<p>Decision taken at October meeting of SHA E&D Group to postpone the Board development session pending the enactment of the new Equalities Bill</p> <p>The SHA has established Equality & Diversity Group within the Authority, which is led by a Director, and works on behalf of the Board to monitor compliance and develop the SHA's approach to E&D. The EDG acts as a source of advice and guidance on Equality and Diversity and monitors progress within the SHA to promote compliance. The EDG has developed an Eight Point Plan, adopted by the Board, designed to drive this agenda forward.</p>	√	√	√
Ensure compliance with the requirements of the SHA as an employer	<p>Ensure Equality Schemes & Action Plans remain up to date</p> <p>Develop a plan to conduct EqlAs on all HR policies as part the programme for policy reviews</p>	<p>Refresh the SHA RES & DES completed</p> <p>The draft Equality Scoping Report 2010, provides an update on progress against the three equality scheme action plans and identifies further areas that we will seek to address through the development of a Single Equality Scheme and supporting Action plan which is due to be published in July 2010.</p> <p>Initial Equality Assessments (IEAs) undertaken and published</p> <p>Schedule of full EqlAs produced</p>	√	√	√

	<p>Conduct EqlAs on other Corporate Policies (Y&H Deanery, Facilities, Corporate Services)</p> <p>Maintain Job Centre Plus “Two Ticks” accreditation</p> <p>Ensure compliance with duty to produce and publish Workforce Data in line with statutory E&D duty (i.e. Workforce Composition; Training & Appraisal; Grievance & Discipline; Dismissals & Leavers; Recruitment & Promotions)</p>	<p>Full EqlA’s on HR policies being produced</p> <p>Resulting actions to be picked up in the HR Business plan</p> <p>Work on initial Equality Screenings completed</p> <p>Schedule for conducting full EqlAs within Facilities and Corporate Services produced</p> <p>Work on full EqlA’s to be completed by May 2010</p> <p>Deanery seeking assurance from Trusts that full EqlAs have been carried out on policies and processes relevant to doctors in training</p> <p>“Two Ticks” accreditation has been renewed. The SHA ensures that those stated they have a disability and they meet the minimum requirements for the post are short listed. Monitoring of applicants received, short listing and appointments is underway.</p> <p>E&D Annual Report 2008/09 provided data on Workforce Composition, Starters & Leavers</p> <p>Report on Recruitment & Promotions in 2008/09 now published.</p> <p>Analysis of employee relation’s issues (Grievance & Discipline; Dismissals & Leavers including</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>
--	--	---	--	--	--

		dismissals) completed. The issues arising from the analysis will be reported in the HR end of year activity report with the resulting actions identified being incorporated into the HR Business Plan for 2010/11			
		Results of 2009 Staff Opinion Survey have been used to provide an analysis of access to appraisals and training & development by diverse groups. The issues identified will be reported to SMT in February and the work identified to address these issues will be incorporated into the HR Business Plan for 2010/11. Corporate level issues will be included in the SES Action Plan	√	√	√
	Produce an Annual E&D Report	E&D Annual Report for 2008/09 produced and published on website	√	√	√
	Promote staff awareness of the SHA Equality Duties and the SHAs approach to discharging them	Web based package being used for staff awareness training and induction of new staff, Options for interactive training being explored, further training which is relevant to the roles of staff and managers will be developed with directorates based on the visions and values of the SHA.	√	√	√
	Ensure compliance with Publishing Duties	E&D webpage updated and revised to include recent IESs, EqIAs, papers and reports.	√	√	√
Supporting transgender or	Raise awareness of Gender equality in the workplace	Equality and Diversity web based package communicates Gender Equality			√

transsexual staff at work					
Promote pay equality for men and women	Ensure all posts are subject to an objective and bias free job evaluation process	Agenda for change supports equal pay and job evaluation in the workplace Members of staff are paid relating to the work they do and not because of their gender			√

Issues for Further Attention

In preparing this scoping report we have reviewed our existing scheme action plans and carried out interviews with Directors to identify issues that we will need to address through our new Single Equality Scheme.

This process has already identified areas which will require further attention such as:

- Engagement and Involvement (See above)
- Procurement – As part of our ongoing scoping exercise we will identify the relevant issues to be addressed through the SES
- Data – This process has highlighted the need for improved data and analysis relevant to the different diversity strands (e.g. Impairment type for disability) to help inform our work

We also recognise the need to establish a ‘baseline’ and to use a more ‘outcome focused’ approach so that we can demonstrate the impact of our SES so we will be working on these as part of the scheme development.