

Cumbria Public Sector
Equality and Diversity Strategy
2016 – 2020



Cumbria Partnership 
NHS Foundation Trust


Cumbria
Clinical Commissioning Group

Forward

Diversity is an imperative in a modern and inclusive society. People in all our communities want to have confidence that their individual needs will be understood and respected.

For communities in Cumbria we want to meet the needs of everyone living, working and visiting the area by providing accessible and responsive services. Public Services are more likely to do that by being inclusive organisations that reflect Cumbria's communities and have a culture that respects and celebrates all aspects of Diversity.

For our staff, our aim is to provide a working environment that is free from discrimination, harassment, bullying and victimisation.

This is a joint Public Sector strategy for Cumbria which includes the following organisations:

- Cumbria Constabulary
- Cumbria County Council
- Cumbria Partnership NHS Foundation Trust
- NHS Cumbria Clinical Commissioning Group

It sets out the commitment to fairness and equality and explains how we will meet our legal responsibilities.

It details how the organisations involved will challenge each other to continue to meet that commitment and to acknowledge the duty to engage with local people, to listen to what they say and most importantly, take action to deliver on our objectives.

Joint Public Sector Equality and Diversity Strategy

This strategy brings together our commitment, values and legal obligations under the public sector equality duty and our commitment to providing a high quality service to everyone in Cumbria through:

- Eliminating discrimination through the systematic review of our operational and work place policies
- Providing equality of opportunity through access to services for all and delivering services which meets the needs of our customers
- Fostering good relations by understanding better the communities we serve and create meaningful engagement

By making sure that we embrace and value equality and diversity, we will improve our service delivery, enhance our social responsibility and create a positive working environment for all members of the organisations who have agreed this document.

The Equality Act and Public Sector Duty

The Equality Act (2010)

The Equality Act, which came into force in April 2011, replaces existing anti-discrimination laws with a single act. It aims to help public authorities avoid discriminatory practices and integrate equality into their core business.

The Public Sector Equality Duty

Section 149 of the Equality Act places an additional set of requirements upon public bodies, known as the Public Sector Equality Duty. This is made up of a general equality duty which is supported by specific duties.

The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The specific duty requires public authorities to publish annually information on the effects of their services and employment on people who share a protected characteristic.

How Does this Work?

As Public Bodies, we have a moral responsibility to address equality and diversity issues. The equality duty covers a range of protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation).

The equality duty is a major driver to demonstrate how we integrate consideration of equality and good relations into daily business. It requires equality consideration to be reflected into policy provision, delivery of services, and the way we deal with the people we employ.

Equality Analysis

There is no longer a legal requirement for organisations to use Equality Analysis (EA), what they have to provide is evidence that they have considered equality legislation in the delivery of their business. The easiest way, which also ensures consistency within the organisation, is to provide an EA. This is used to methodically assess the effect that proposed policies, strategy function, procedure, practice; service delivery is likely to have on the community we serve.

The fundamental purpose of an EA is to identify whether a policy / service change may cause unfair treatment of, or adversely affect individuals or groups because of the range of 'protected characteristics'.

Public Bodies need to have a mechanism to understand how their policies and practices affect or could affect equality outcomes. This will need to be identified early enough to influence policy development. The Equality & Human Rights Commission have issued guidance on how different types of Public Bodies might go about this, to help them meet the general duty.

An EA should be carried out when developing any relevant new policy, initiative, procedure or service change.

Completed EAs are public documents and should be made available if requested.

Our Objectives

The strategy identifies three joint strategic objectives which have been agreed by each of the organisations to meet the general and specific equality duty:

1. Operational Delivery – To provide an equitable, responsive and appropriate service to all communities in Cumbria, encouraging and supporting the reporting of crime, appropriate use of services and promotion of health and wellbeing.
2. Organisational Change – To engage with communities and stakeholders internally and externally, improving communication and building confidence and trust in the Public Sector in Cumbria, to ensure all communities have a voice. Embedding equality into everyday business and processes to ensure all staff contribute to meeting these objectives.
3. People and Culture – building an inclusive and supportive working environment that encourages development, progression and retention of staff and volunteers. Creating a culture where all staff feel valued and where people want to come and work.

Each organisation has identified how they will contribute to meeting the joint objectives and governance implications for their individual organisations, which is highlighted in the appendices:

- Appendix A Cumbria Constabulary
- Appendix B Cumbria County Council
- Appendix C Cumbria Partnership NHS Foundation Trust
- Appendix D NHS Cumbria Clinical Commissioning Group

Responsibilities

All staff have a personal responsibility to ensure compliance with the Equality Act and to support the delivery of the organisations objectives.

Governance

Cumbria's Equality Partnership Group will monitor compliance with due regard to governance with in each respective organisation.

Appendix A Cumbria Constabulary –

How we will achieve the joint Objectives

1. Operational Delivery – To provide an equitable, responsive and appropriate service to all communities in Cumbria, encouraging and supporting the reporting of crime, appropriate use of services and promotion of health and wellbeing.

This includes:

- Continue to work with young people and our partners to plan and deliver services to keep young people safe from harm
- Continue to tackle domestic violence, including honour based violence, forced marriage ensuring that although Cumbria remains a safe county and reports of honour crimes are rare, good practice is shared throughout the county
- Improve trust and confidence amongst all members of the community, especially those who feel disadvantaged
- Build trust and confidence of diverse communities in our use of stop and search as a fair and proportionate policing tactic
- Engage, consult and communicate with local communities and partners
- Treat everyone as individuals, acknowledge their rights to be different e.g. culture, belief, lifestyle etc.
- Working with our communities to find where the gaps are and foster good relations

To make this happen:

- Actively consult and engage with people from all communities within Cumbria
 - Monitor the data in relation to the use of Stop and Search
 - Monitor the number of Hate reports including the use of Hate Incident Reporting Centres/online reporting
 - Senior Officer review of all Hate Crimes to ensure effective investigations to achieve consistently high standards of investigation into the crimes where the perpetrator is motivated by hate.
 - Repeat victim monitoring
 - Monitoring of user satisfaction surveys and comparison with other UK forces
 - Victim Code of Practise compliance
2. Organisational Change – To engage with communities and stakeholders internally and externally, improving communication and building confidence and trust in the Public Sector in Cumbria, to ensure all communities have a voice. Embedding equality into everyday business and processes to ensure all staff contribute to meeting these objectives.

This includes:

- Mainstreaming equality into all policy, procedure and decision making processes (Equality Analysis)
- Further develop effective engagement activities with communities to enable police to listen to the concerns of diverse communities, demonstrate an understanding of the issues that affect them and undertake activities to deal with the identified issues
- Ensuring our policies, procedures and functions are fair and avoid discrimination by ensuring they pay due regard to the equality duty
- Sharing good practice and working with other organisations to provide the best joined up service to our communities

To make this happen we will:

- Ensure the implementation of an effective and efficient Equality Analysis process
- Monitor community engagement to identify gaps in community makeup knowledge and work with partners to close them and promote equality in service delivery and employment
- Ensuring appropriate resources are provided to manage delivery
- Continue to develop workplace environment where all members of our workforce believe they are treated with dignity and respect

3. People and Culture – building an inclusive and supportive working environment that encourages development, progression and retention of staff and volunteers. Creating a culture where all staff feel valued and where people want to come and work.

This includes:

- Providing a working environment that values and respects the identity,, ability and culture of each individual and that challenges discrimination, harassment, bullying and victimisation
- Employing a workforce which reflects the diverse communities of Cumbria
- Developing and training the workforce to recognise the value of difference
- Ensuring the public and workforce has confidence in our policing service

To make this happen:

- Monitor staff and officers recruitment, retention and progression
- Monitor data in relation to training, grievances and discipline to check for unfairness
- Provide training to managers and staff to support delivery of the objectives by embedding into existing programmes including Core Leadership and Development, initial recruitment and Special Constabulary training
- Staff surveys

Responsibilities

All officers and staff have a personal responsibility to ensure compliance with the Equality Act and to deliver as required the objectives of the strategy.

Governance for Cumbria Constabulary

The Office of the Police and Crime Commissioner (OPCC)

The OPCC will through its Accountability Board monitor progress against the strategy and action plan. The OPCC lead for diversity and equality will report as necessary.

Chief Officer Group

Deputy Chief Constable Michelle Skeer is the Constabulary lead for Diversity and Equality issues; however the Chief Officer Team (COG) has a collective responsibility to support this strategy and to make sure it is applied throughout the organisation

Operations Board

This governance board chaired by DCC Skeer or another member of COG has the strategic ownership of the diversity objectives and action plans relevant to the terms of reference to that board

Performance Development Conferences (PDC)

Progress of the action in relation to this strategy will be measured at departmental and TPA PDC's by the attending COG member.

Diversity Over-Sight Group/Valuing Individuals Group (VIG)

These two groups have now been amalgamated to form VIG. This group will now be made up of the Crime Command Chief Superintendent, Territorial Police Chief Superintendent and staff support group representatives including the Chaplaincy, area Policing Reps and Unison/Federation. This group will move forward the strategy and action plan at a time of significant organisational change... This group will be chaired by DCC Skeer. It also exists as a vehicle to identify strategic issues that the Constabulary need to address internally whilst also assisting in the identification of solutions for communities across Cumbria.

Appendix B Cumbria County Council

How we will achieve the joint Objectives

4. Operational Delivery – To provide an equitable, responsive and appropriate service to all communities in Cumbria, encouraging and supporting the reporting of crime, appropriate use of services and promotion of health and wellbeing.
 - Providing equality of opportunity through access to services for all and delivering services which meet the needs of our customers.

Action will include:

- Piloting the use of technology with identified groups of customers to ensure the introduction of a new digital platform to facilitate ease of access for our customers is successful.
 - Adopting an increasingly individualised approach to the assessment of people's needs to ensure their diverse needs are met effectively.
 - Reshaping of learning disability and mental health services to ensure the focus is on recovery and independence.
5. Organisational Change – To engage with communities and stakeholders internally and externally, improving communication and building confidence and trust in the Public Sector in Cumbria, to ensure all communities have a voice. Embedding equality into everyday business and processes to ensure all staff contribute to meeting these objectives.
 - Fostering good relations by understanding the communities we serve and create meaningful engagement.

Action will include:

- Engagement with groups of people that represent diverse communities to inform a review of the Equality Objectives in 2017.
- Through the Member Development Programme raise awareness of Equality and Diversity issues and inform the induction programme for new Members following the elections in 2017.
- Working with communities and the third sector to enable them to shape, own, or run local services to meet their local needs and promote healthy communities.
- Developing the area based working methodology to allow local communities to input into the design of services in their area.
- Working with partners to share good practice and where appropriate deliver a joined up service to our communities.

- Recognising Armed Forces personnel as a part of the community we serve and meeting the obligations under the Armed Forces Covenant.
6. People and Culture – building an inclusive and supportive working environment that encourages development, progression and retention of staff and volunteers. Creating a culture where all staff feel valued and where people want to come and work.
- Eliminating discrimination through review of our operations and work place policies and procedures.

Action will include:

- A positive campaign to encourage the reporting of discrimination and other serious issues, including Hate Crime, Domestic Violence and Child Sexual Exploitation.
- Creating a working environment that values and respects identity, ability and the culture of each individual and that challenges discrimination, harassment, bullying and victimisation.
- Embedding the new competency framework which outlines the key skills, knowledge and behaviours needed for the Council of the future.
- Developing and training the workforce to ensure everyone is aware of their responsibilities under equality legislation.
- Supporting informed decision making using an Equality Assessment process that identifies issues for consideration so that informed decisions are taken. This includes the consideration of rurality and rural proofing where appropriate.

Responsibilities

All officers and staff have a personal responsibility to ensure compliance with the Equality Act and to deliver as required the objectives of the strategy.

Appendix C Cumbria Partnership NHS Foundation Trust

How we will achieve the joint Objectives

In order to support the three overarching objectives, Cumbria Partnership NHS Foundation Trust will undertake a range of activities and actions. These will help embed a culture of equality and diversity in line with the Trust's values together with meeting the requirements of the Public Sector Equality Duty. These are detailed below:

1. Operational Delivery – To provide an equitable, responsive and appropriate service to all communities in Cumbria, encouraging and supporting the reporting of crime, appropriate use of services and promotion of health and wellbeing.

This Includes:

- Improving equality of access and inclusion for all to our services
- Achieve improvements in health through clinical effectiveness, patient safety and patient experience
- Act on information received from engagement activities and patient, family and carer feedback

To make this happen:

- Promoting equality of access to services delivered by the Trust, working closely with other health and social care partners across the region to ensure delivery of services that meet the needs of patients, including those with protected characteristics
- Monitoring services to ensure that they continue to meet the diverse needs of patients, carers and local communities
- Work closely with our Patient Experience Team and Equality & Diversity Representatives to ensure our practices and processes promote equality of access and inclusive patient experience
- Ensure implementation of the Equality Delivery System (EDS2) to ensure the Trust achieves against its equality objectives

2. Organisational Change – To engage with communities and stakeholders internally and externally, improving communication and building confidence and trust in the Public Sector in Cumbria, to ensure all communities have a voice. Embedding equality into everyday business and processes to ensure all staff contribute to meeting these objectives.

This includes:

- Embedding equality and diversity into all policy, procedure and decision making processes to ensure they are fair, accessible and avoid discrimination
- Ensuring all staff are aware of their responsibility under the Equality Act and contribute effectively to the achievement of the Trust's equality objectives

- Working with other organisations, third sector and communities to share good practice and where appropriate deliver a joined up service to our communities

To make this happen:

- Ensure meaningful Equality Impact Assessments (EIAs) are undertaken for all changes potentially impacting upon people with protected characteristics
- Ensure Equality & Diversity is embedded into the Trust's Community Participation Strategy and it's work with community, voluntary and third sector organisations
- Embed and promote the Trust's values of Fairness, Kindness, Ambition and Spirit to provide an environment where all those who either receive services or work with the Trust are treated with dignity and respect
- Design and deliver an effective programme of Equality & Diversity training across the Trust, focusing on both compliance and culture

3. People and Culture – building an inclusive and supportive working environment that encourages development, progression and retention of staff and volunteers. Creating a culture where all staff feel valued and where people want to come and work.

This includes:

- Provide a working environment that values and respects the ability and culture of each individual and that challenges discrimination, harassment, bullying and victimisation
- Ensure opportunities for career development and advancement are accessible to all
- Encourage the recruitment and retention of a workforce which is reflective of the region's diverse communities and inclusive of protected characteristics

To make this happen:

- Review and monitor recruitment, retention and career progression processes to ensure equality of access and identification of necessary support
- Monitor access and take up of training and development opportunities for staff with protected characteristics across the Trust
- Provide an effective programme of Equality & Diversity training using personal stories to promote learning and challenge perceptions
- Monitor reporting data of disciplinary and grievance cases to ensure fairness of approach, with particular focus on those with protected characteristics
- Monitor staff survey responses and feedback in relation to equality, fairness, inclusion and access

Responsibilities

All staff within the Trust have a personal responsibility to ensure compliance with the Equality Act and also to ensure they adhere to the Trust's values of Fairness, Kindness, Ambition and Spirit with which equality and diversity are closely aligned.

Governance for Cumbria Partnership NHS Foundation Trust

Equality and Diversity Steering Group

The E & D Steering Group, chaired by the Director of Workforce and OD is accountable for equality, diversity and inclusion related issues and will monitor progress, reporting as appropriate.

Quality and Safety Committee

The Steering group report into the Trust's Quality and Safety Committee which has oversight and overall responsibility for Equality & Diversity within the Trust. This is a board level sub-committee chaired by a Non-Executive Director.

Appendix D: NHS Cumbria Clinical Commissioning Group

How NHS Cumbria Clinical Commissioning Group will achieve the joint Objectives:

1. Operational Delivery – To provide an equitable, responsive and appropriate service to all communities in Cumbria, encouraging and supporting the reporting of crime, appropriate use of services and promotion of health and wellbeing.

This includes:

- Improve access to services
- Achieve improvements in overall health by clinical effectiveness, patient safety and patient experience for all through quality monitoring of commissioned services
- Act on information received from engagement activities and patient feedback.

With a view to:

- Promoting equality of access to services commissioned by NHS Cumbria CCG.
- Designing or re-designing services and care pathways that are contractually monitored to ensure they meet the needs of patients, carers and local communities.
- Improving the collection and use of patient experience data.

2. Organisational Change – To engage with communities and stakeholders internally and externally, improving communication and building confidence and trust in the Public Sector in Cumbria. Embedding equality into everyday business and processes to ensure all staff contribute to meeting these objectives.

This includes:

- Consult and Engage with a wide range of stakeholders about issues likely to have an impact on users of services.
- Ensure that all staff are aware that equality is everyone's business and everyone is expected to contribute to the CCG's Equality Objectives.

With a view to:

- Improving patient safety outcomes across all protected characteristic groups.
- Ensuring that all staff at all levels of the organisation understand local equality and diversity issues.
- Providing mandatory training and access to other training relating to equality issues and legislation.

3. People and Culture – building an inclusive and supportive working environment that encourages development, progression and retention of staff and volunteers. Creating a culture where all staff feel valued and where people want to come and work.

This includes:

- Provide a working environment that values and respects the individual and challenges discrimination, harassment, bullying and victimisation.

With a view to:

- Monitoring staff recruitment and retention. Monitoring, grievances and disciplinary reporting.
- Providing access to leadership and development programmes for all staff.
- Regular staff surveys and feedback

Responsibilities

All staff within the CCG have a responsibility to ensure compliance with Equality Legislation and to ensure they follow the CCG core values and vision.

Governance for NHS Cumbria CCG

The Senior Management Team is accountable for equality, diversity and inclusion related issues and will monitor progress against the strategy and action plan, reporting as appropriate.

The Governing Body ensures that NHS Cumbria Clinical Commissioning Group has appropriate arrangements in place to exercise its functions effectively, efficiently and economically and in accordance with clearly established principles of good governance.