

Equality, Diversity & Inclusion Strategy 2019 -2024



Brilliant care through brilliant people

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DOCUMENT TRACKING SHEET

Equality, Diversity and Inclusion Strategy

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V0.1	Draft	03/07/2019	Equality and Diversity Steering Group/ Executive Assurance Committee (EAC)	Approved by EAC
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REFERENCES

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RELATED POLICIES/PROCEDURES/protocols/forms/leaflets

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SUMMARY OF CHANGES

Date	Author	Page	Changes (brief summary)

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Foreword



Celebrating diversity in all its forms is a key component of how we work as a specialist mental health, learning disability and substance misuse trust. Valuing, sharing, highlighting and embracing diversity and ensuring that our services, approach and care is always focused on ensuring equality, diversity and inclusion is fundamental to us. I am therefore delighted to be able to share with you our five year inclusive strategy.

This strategy reiterates our promise to tackle inequalities and promote equality, diversity and inclusion and human rights with the highest possible standards of care and outcomes for everyone creating a better working environment for staff. KMPT is committed to build on the existing work already achieved and look to be ambitious and uncompromising in furthering our goals to achieve a truly inclusive workforce and range of services.

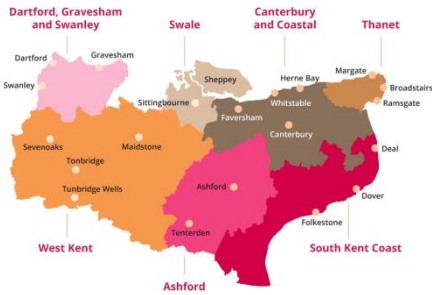
We will continue to monitor our equality, diversity and inclusion objectives with rigour involving those we serve, our, stakeholders, partners and staff to ensure transparency, accountability and tangible progress.

We look forward to continuing the conversation and to developing our inclusive objectives with you. Together we will work towards a representative workforce that is able to provide the quality, the dignity and respect and to deliver above and beyond our statutory duty to:

- Eliminate unlawful discrimination, harassment and victimisation on and other conduct that is prohibited by the Act
- Advancing equality of opportunity between people who share a protected characteristic and those who do not
- Fostering good relations between people who share protected characteristics and those who do not.

A handwritten signature in black ink, appearing to read 'Helen Greatorex'.

Helen Greatorex



1 WHO WE ARE

Established in 2006, Kent and Medway NHS and Social Care Partnership Trust (KMPT) were commissioned to provide secondary mental health services across Kent and Medway, both in the community and within inpatient settings. KMPT is a core value organisation which sets the aspirations to become recognised for excellence.

KMPT has a skilled and committed workforce of around 3300 employees in clinical and non-clinical roles and works in partnerships across the county with Kent County Council, CCG's and other Trusts to deliver high quality services.

2 OUR VISION

We are committed to equality, diversity and inclusion in healthcare for the staff, service users, families and carers, ensuring that everyone has access to the services they need, while treating people with respect, dignity and fairness.

The key to KMPT's success is strong leadership evidenced by a well-led environment in which our staff are valued for their diversity and contribution through their experience, knowledge and skills. Every person working for KMPT has a responsibility for implementing and promoting equality, diversity and inclusion.

The implementation of the strategy and achieving its aims will ensure staff are empowered and feel supported in their role and development. Their knowledge of equality, diversity and inclusion will result in more person centred care for our patients.

We seek to create an inclusive environment that is supportive to everyone and delivers a brilliant care culture in Kent.

3 OUR AIM

KMPT is committed to developing a culture which values both its staff and service users/patients and to have processes and systems in place which proactively promotes inclusion and equality for all and embraces diversity. We believe in empowering individuals to take ownership of their responsibilities for creating a fair, open and transparent culture free from bullying, harassment and discrimination.

Our aim is to integrate equality, diversity and inclusion into everything we do, so it becomes embedded as a natural part of everyday practice. We aim to be a leading mental health service provider for its work with staff, service users/patients and partners.

In order to achieve our aim we will:

- Challenge unfair treatment and/or discrimination
- Aim to have zero tolerance against abuse at KMPT to ensure that all our staff have a right to care for others without fear of being abused
- Aim to have a workforce that reflects the diverse community we serve
- Promote the diversity of talent within KMPT so that the staff fulfil their potential and access opportunities

- Engage with and respond to our different stakeholders interests and needs
- Involve those who use our services in the design and delivery of their care
- Take every opportunity to advance equality, diversity and inclusion in the design, delivery and review of all our functions, policies and practices.

4 WHY EQUALITY, DIVERSITY AND INCLUSION (EDI) MATTERS TO KMPT

KMPT wants to:

- Create an environment that is fair where every individual has the opportunity to achieve their potential
- Ensure staff and service users/patients treat each other and are treated with dignity and respect
- Eliminate discrimination in employment and service delivery
- Meet the Public Sector Equality Duty in its entirety
- Ensure the EDI is part of KMPT's corporate vision;
- Ensure every person working for KMPT has a personal responsibility for implementing and promoting equality, diversity and inclusion.

5 EQUALITY, DIVERSITY AND INCLUSION AND SERVICE DELIVERY

We aim to provide an inclusive and accessible service for all staff, service users, and carers; understanding of the needs of individuals and providing reasonable adjustments where appropriate. We will do this through:

Ongoing engagements and research to develop a better understanding of the impact of our services on all our stakeholders:

- Ensuring KMPT's public sector's duty is appropriately met through equality impact assessments of our policies, processes, projects and training
- Promoting the equality, diversity and inclusion strategy and best practice, making KMPT equality, diversity and inclusion more visible to our staff and service users.
- Ensuring our recruitment processes are fair and leads to a more representative workforce at all levels.
- Ensuring flexible working options are available to all staff and is consistently applied in accordance with the Flexible Working Policy.
- Establishing dedicated staff networks for Black, Asian, Minority Ethnic (BAME), disability, faith and Lesbian, Gay, Bisexual, Transgender, Questioning, Plus..(LGBTQ+).
- Committing to allocated funding to support the EDI agenda and networks, investing in KMPT workforce.

6 GOOD PRACTICE

KMPT's Equality and Diversity Policy is a framework that sets out our responsibilities to meet the legal requirements to achieve an Inclusive organisation for our workforce and those we serve. The Policy is reviewed every 3 years or earlier to reflect any changes to the NHS, changes to legislation or national/local standards.

All new staff attend KMPT's corporate induction on their first day of work. KMPT's commitment to EDI is shared and an explanation of how staff play a role in promoting diversity. Equality, Diversity and Inclusion e-learning training is essential training for all roles and needs to be completed within a 4 week period of starting at KMPT. This then needs to be updated every 3 years. EDI is included in development programmes and KMPT Policies, ensuring for example, venues are accessible, materials provided according to the needs of the individual. We ensure that policies and other KMPT documents demonstrate that an equality impact analysis has been undertaken.

Manager's induction is once a month for all new managers within KMPT. EDI is given the platform to explain the manager's EDI responsibility, staff network forums and managing equality within their respective teams/departments, which also includes responding and addressing discrimination, harassment and bullying.

7 STAFF NETWORKS

KMPT is committed to equality, diversity and inclusion and believes all staff should be treated with respect and dignity at all times. Our staff network/forums are in place to raise awareness and provide an environment where staff can discuss issues and look at positive solutions as well as host initiatives and diversity celebrations.

All staff have the opportunity to join our vibrant staff diversity networks, the networks in place are Black, Asian, Minority Ethnic (BAME), Faith, LGBTQ++ and Able (Disabilities). Our networks are key to raising awareness across KMPT and help us build an inclusive culture where everyone can thrive and be themselves at work.

8 FREEDOM TO SPEAK UP (FTSU)

The Chief Executive oversees the role of the Freedom to Speak Up Guardian. The Trust has a Freedom to Speak Up Guardian as well as FTSU Ambassadors, who have been appointed from across KMPT so staff are able to raise any concerns at an early stage at any time. Recruitment of ambassadors is continuous, to enable staff to select an ambassador who they feel they can talk to confidently.

This is a key role identified in the Freedom to Speak Up Review by Sir Robert Francis QC after reviewing the experiences of whistle-blowers in the NHS. The review required all NHS trusts to nominate a Freedom to Speak Up Guardian by the 1 October 2016.

KMPT is a Mindful Employer which is led by the Director of Workforce, Communications and OD who is an advocate for positive mental health and well-being. Information and support for employees who experience stress, anxiety, depression or other mental health conditions is available as well as counselling services.

9 INTERPRETING AND TRANSLATION

KMPT wants to make sure that all patients, service users and their carers can find the information they need and have access to the services they need. The provision of effective and accessible Interpreting and Translation Services allows service users to make informed choices about their care and treatment. KMPT is committed to eliminating barriers that people with a disability, impairment or sensory loss and those whose first language is not English may experience so that they are able to communicate in a way that is right for them.

10 ACCESSIBILITY INFORMATION STANDARD

This is a key priority in KMPT's equality, diversity and inclusion objectives. The standard aims to ensure that service users and carers who have a disability, impairment or sensory loss are provided with information they can easily read or understand and with support so they can communicate effectively with services.

11 ASSISTIVE AND ACCESSIBLE TECHNOLOGY

KMPT is committed to equality, diversity and inclusion and believes all staff should have the necessary technology provided for them to enable them to do their job.

The provision of assistive and accessible technology allows staff to come to work for us or continue to work for us when they may otherwise have not been able to.

We are committed to developing technology that enables patients, carers and all other stakeholders to access the information and services they need, when and where they need.

12 ACCOUNTABILITY AND GOVERNANCE

The EDI agenda is incorporated across all KMPT directorates and all care groups.

Executive Management Team

Board Members are directly accountable for KMPT's compliance of legislation and mandated National Standards. Trust Board, via different committees, receives an EDI reports on progress including updates on achievements.

Workforce and Organisational Development Committee (WODC)

The Workforce and Organisational Development Committee (WODC) is a subcommittee of the board which oversees Workforce and has an overview of E&D, work plans and receives updates from Equality and Diversity Steering Group.

Operational Structure

There are equality leads responsible for supporting this strategy and driving the EDI agenda across KMPT. Each of the network forums has an executive lead as well as a network elected Chair responsible for the forums.

Equality and Diversity Steering Group (EDSG)

The EDSG is chaired by the Chief Executive and is attended by network Chairs, Director of Workforce, Communications, as well as key managers from across KMPT.

The EDSG ensures KMPT is aware of its EDI responsibilities and ensures that EDI remains visible across the Trust’s practices. The role of the Group is central to the aims and objectives of this Strategy being implemented and actioned.

The EDSG safeguards the governance of Inclusion within KMPT. The group upholds the strategic direction for KMPT in response to the Equality Act 2010, the Public Sector Equality Duty, National initiatives and standards by demonstrating and evidencing compliance via on-going monitoring, outcomes and improvements. The delivery of this Strategy will be overseen by the EDSG and will be reviewed annually to ensure that it remains fit for purpose and takes account of any new changes such as legislation, standards (new or revised), government consultation/feedback, health equality outcomes and data information.

13 MONITORING AND REVIEW

This strategy will be subject to review and evaluation to confirm effectiveness and to review the objectives on a yearly basis. The objectives set out in this strategy are fluid and will be prioritised in accordance with KMPT’s corporate strategy.

14 KMPT EQUALITY OBJECTIVES 2019-2024

Equality Objective				
Improve the workforce profile data collected by including sexual orientation, religion and belief in the reporting strategy to address issues.				
Improve the visibility of EDI activities across the Trust and communicate initiatives using various platforms to engage staff participation.				
Implement Network Forum objectives, identify initiatives that create further awareness across the Trust, improve staff attendance at forum meetings, cost activities again budget ensuring cost effective and value to the Trust.				
Implement equality care group action plans – ensuring that the action plans are linked to the WRES, WDES, this equality strategy and NHS England’s Equality Delivery System.				
Improve communications and the services provided to patients/service users, capturing their experiences at the discharge stage including complaints and compliments.				
Analyse the equality data on patients/services users, identify improvements for protected groups including external relationships with support organisations.				
Review of Equality Impact Assessments: review of the EIA’s document and guidance.				
Race				
		Current data		Action Plans
Increase BAME staff representation in Bands:	Bands	%		<ul style="list-style-type: none"> WRES Care Group, Support Services action plans BAME Network action plan
	Under Band 1	14.8%		
	2	25%		
	3	12.9%		
	4	8.7%		
	5	31.5%		
	6	22.7%		

	7	15.1%	
	8a	8.6%	
	8b	12.7%	
	8c	7.1%	
	8d	13.6%	
	9	0%	

Increase the number of BAME staff on leadership programmes:

- Improve career development opportunities
- Promote successful Role Models

Reduce bullying, harassment and abuse of BAME staff:

- Implement and establish the Trust's Hate Crime Strategy in collaboration with Kent Police.
- Identify training to support staff in challenging behaviour.
- Developing robust procedures for reporting incidents both internally and externally.

Engage with BAME communities to access mental health services within KMPT

Fulfil the revised Workforce Race Equality Standard (WRES), working together with BAME staff to improve their experiences in the workplace. Identify areas for improvements within each care group for engagement with BAME communities and patients/service users.

Preparation for the Ethnicity Pay Gap: Government consultation completed awaiting EPG consultation report.

To improve access and services to BAME communities:

- Improve the underrepresentation of Ethnicity in Mental Health Services
- Improve the recording of Ethnicity

Disability

	Current data			Action Plans
		Non-Clinical	Clinical	
Improve disabled staff experience at work Based on staff survey results (Band 1 moved to Agenda for Change Band 2)	Bands	%		<ul style="list-style-type: none"> • WDES • Disability Forum action plan • Care Group, Support Services action plans
	1	0.0	0.0	
	2	4.0	6.0	
	3	7.0	7.0	
	4	6.0	8.0	
	5	7.0	6.0	
	6	10.0	6.0	
	7	4.0	7.0	
	8a	6.0	5.0	
	8b	0.0	6.0	
	8c	0.0	5.0	
	8d	0.0	0.0	
	9	0.0	0.0	

Implement the Workforce Disability Equality Standard (WDES) to improve the experience of staff that has a disability and those who access our services.

Implement robust monitoring of disabled staff whilst in work, to ensure that data is

recorded accurately, develop a process for staff declaring disability, updating staff records to include disability and reasonable adjustments.

Reasonable Adjustments:

- Establish a centralised procedure to record, monitoring and evaluation of reasonable adjustments.
- Manager training in reasonable adjustment awareness in collaboration with Occupational Health.

Develop a robust approach in the differentiation for the reporting of disability related absence vs sickness absence, identifying the difference between disability related absence and the impact on the individual.

Gender

Trust's Gender Pay Gap

- Implement recommendations to reduce pay gap
- Use data to identify gender initiatives

LGBTQ++

Establish Trans Support Network for staff and patient/service users:

- Providing support to staff who identify
- Developing partnerships with support organisations to sign post for further support
- Provide staff with support when treating Trans patients
- Develop Trans Policy and Procedures for patients
- Develop Trans policy for staff

Stonewall Diversity Champion:

- To further embed LGBTQ+ inclusion into KMPT
- To attract and retain staff
- To further develop the LGBTQ+ Staff Network Forum
- To strengthen KMPT Equality and Diversity Policy

Improve the sexual orientation declarations data by staff and patients

- To review the equality data recorded for staff (ESR)
- To develop monitoring data for patients

Religion/Belief

Establish a multi-faith service for staff and patients/service users to access

- Ensure the provision of holistic care that meets the social, emotional and spiritual health and wellbeing of staff and patients/service users
- Develop a bank of faith community leaders to meet the needs of KMPT patients/service users and staff.
- Establish multi-faith facilities at main KMPT site.

Develop the Faith Staff Network as a sub group of the BAME network

- To establish membership to the faith network, including the network purpose

- To utilise the resources of the BAME network to plan for events and celebrations

Age

Respond to the age demographics within the Trust – prepare for ageing workforce

15 EQUALITY IMPACT ASSESSMENT SUMMARY

The Equality Act 2010 places a statutory duty on public bodies to have *due regard in the exercise of their functions*. The duty also requires public bodies to consider how the decisions they make, and the services they deliver, affect people who share equality protected characteristics and those who do not. In KMPT the culture of Equality Impact Assessment will be pursued in order to provide assurance that the Trust has carefully considered any potential negative outcomes that can occur before implementation. The Trust will monitor the implementation of the various functions/policies and refresh them in a timely manner in order to incorporate any positive changes.

16 HUMAN RIGHTS

The Human Rights Act 1998 sets out fundamental provisions with respect to the protection of individual human rights. These include maintaining dignity, ensuring confidentiality and protecting individuals from abuse of various kinds. Employees and volunteers of the Trust must ensure that the trust does not breach the human rights of any individual the trust comes into contact with. If you think your policy/strategy could potentially breach the right of an individual contact the legal team.

17 LEGISLATION

The Equality Act 2010 protects people from discrimination in the workplace and in wider society and makes it unlawful to directly or indirectly discriminate based on one or more of the 9 protected characteristics, and provides protection in terms of harassment, victimisation, perceptive or associative discrimination.

Protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual Orientation

For more information go to: [Equality Act 2010: guidance](#)

With the Equality Act came the **Public Sector Equality Duty (PSED)**. The broad purpose of the equality duty is to:

- integrate equality into the day-to-day business of public sector organisations and

- make public sector bodies accountable for their performance on equality and transparent to public scrutiny
- It requires 'equality' considerations to be reflected in the design of policies and other documents and the delivery of services and for these issues to be kept under review.

The Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to. It incorporates the rights set out in the European Convention on Human Rights (ECHR) into domestic British law. The Human Rights Act came into force in the UK in October 2000.

The act gives effect to the human rights set out in the European Convention on Human Rights. These rights are called **Convention rights**.

Examples of Convention or human rights include:

- the right to life
- the right to respect for private and family life
- the right to freedom of religion and belief.
- The Human Rights Act means you can take action in the UK courts if your human rights have been breached.

For more information go to [The Human Rights Act | Equality and Human Rights Commission](#)

The Modern Slavery Act 2015 makes provision about slavery, servitude forced or compulsory labour and human trafficking, including provision for the protection of victims. Modern day slavery refers to any form of forced human exploitation for labour or service, such as human trafficking and forced labour.

For more information go to [Modern Slavery Act 2015](#)

Equality Impact Assessments (EIA's) is a tool that is used to assess the potential or actual impact of any policies, procedures, services or projects that might have on staff, patients/service users, carers and parents from different equality perspectives based on the Equality Act 2010's protected characteristics definitions.

The EIA should be carried out in the early stages of the development or review of the policy, procedure or project. It will enable any adjustments to be made at an early stage, rather than as an afterthought. This helps to ensure that equality is placed at the heart of everything we are doing.

For more information go to iConnect [Equality Impact Assessments \(EIAs\)](#)

18 REFRESHED EQUALITY DELIVERY SYSTEM 2 (EDS2)

The refreshed EDS2 system arose out of NHS England's commitment to an inclusive NHS that is fair and accessible to all and is a national equality toolkit designed for the NHS. The framework provides an overarching approach to enable the monitoring of equality and fairness across service delivery, workforce and leadership issues.

Since April 2015, NHS providers have been expected to use EDS2 to help them improve their equality performance for patients, communities and staff based on four goals, as well as helping them to meet the Public Sector Equality Duty.

The EDS2 four goals which are:

- Better health outcomes
- Improved patient access and experience
- A representative and supportive workforce
- Inclusive leadership

EDS2 is aligned with the Equality Act 2010 and covers the same protected characteristics as well as the Human Rights Act 1998. The EDS2 will be refreshed as the EDS3 in Winter 2019 and the strategy will be updated to reflect any changes that there are.

19 NHS WORKFORCE RACE EQUALITY STANDARD (WRES)

[NHS Workforce Race Equality Standard \(WRES\)](#) is a set of 9 metrics that will enable KMPT to focus on objectives to ensure employees from Black, Asian, Minority Ethnic (BAME) backgrounds have equal access to career opportunities, fair treatment within recruitment & selection, training and development, retention and progression in the workplace.

KMPT will demonstrate that staff from BAME backgrounds is not purposefully disadvantaged by disciplinary processes, bullying, harassment and abuse and that there are aims to ensure that talent/potential are harnessed and developed in a mutually beneficial manner.

KMPT will respond appropriately to issues identified through data collated on the WRES template.

20 NHS WORKFORCE FOR DISABILITY STANDARD (WDES)

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) that will enable KMPT to compare the experiences of disabled and non-disabled staff. The information gathered and evidenced will then be used to develop a local action plan, and enable us to demonstrate progress against the indicators of disability equality.

The WDES is mandated through the NHS Standard Contract. It is restricted to NHS Trusts and Foundation Trusts for the first two years of implementation.

APPENDIX A

EqIA Screening

General Information	
Name/s of function: <i>(State whether service, policy, project etc)</i>	Equality, Diversity and Inclusion Strategy 2019-2024
Directorate:	Workforce and OD
Function Owner:	Yasmin Ralph
Date of screening:	08/04/2019
Is this a proposed, new or existing function?	Existing
Aims of function and monitoring arrangements	
What are the overall aim/s or purpose? <i>Include outline of objectives and function aims of the policy, procedure, practice or service.</i>	

Do you monitor the policy, procedure or practice in relation to any of the following?
<input type="checkbox"/> Complaints <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> KPI's <input type="checkbox"/> Service Uptake <input type="checkbox"/> User Satisfaction <input checked="" type="checkbox"/> Equality characteristics Other _____
Which protected groups of people will be affected by the policy, procedure or practice? E.g. particular service users, staff, patients etc. Please tick the box if any of the following protected groups will be affected? Provide brief details about the nature of impact. Use, anecdotal qualitative or quantitative in-house information identified above both local and any regional and national research findings , surveys, reports, research interviews, minutes from focus groups, anecdotal evidence stated in organisational documents, other forms of engagement activities, pilot activity evaluations etc. If there are gaps in evidence state what you will do to close them.

Age YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Disability YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
Detail nature of impact: Positive	Detail nature of impact: Positive
Gender reassignment YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Marriage and civil partnership YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
Detail nature of impact: Positive	Detail nature of impact: Positive
Pregnancy and maternity YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Race YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
Detail nature of impact: Positive	Detail nature of impact; Positive
Religion and belief YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Sex YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
Detail nature of impact: Positive	Detail nature of impact: Positive
Sexual orientation YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Other
Detail nature of impact: Positive	Detail nature of impact: Positive

DETERMINING EQUALITY RELEVANCE OF THIS FUNCTION?

Does this function have Relevance to Equality & Human Rights?

YES



NO

Note: Public authorities need to consider all of their functions in order to determine which of them are relevant to the aims of the duty. Some functions will be relevant to most or all protected groups.

PROPORTIONALITY - Based on the answers above what weighting would you ascribe to this function?

HIGH

High relevance to equality, /likely to have adverse impact on protected groups

MEDIUM

Medium relevance or Insufficient information/evidence to make a Judgement.

LOW

Low relevance or Insufficient information/evidence to make a judgement.

State rating & reasons:

(Green or Low equality relevance of function means does not have to undergo full impact assessment because it has nothing to do with protected groups). Function owner should conclude the process at this stage.

If you ascribed function equality & human rights proportionality as **Red** or **Amber** – Please provide reasons.

Is a Full Equality Impact Assessment required?

YES

NO

(If no, please DO NOT CONTINUE Just date and sign at the end of the form).

YES - If you have established that there may be some equality relevance adverse then proceed to the Full Equality Impact Assessment

Additional comments: This document has been developed to further advance equality, diversity and inclusion for all protected groups within KMPT.

Date Screening was completed

Screening Lead: Yasmin Ralph

Signed:

Date: 08/04/2019

Head of Department/Directorate:
Jennie Cogger

Signed:

Date: