

**NHS VALE OF YORK CLINICAL
COMMISSIONING GROUP**

SHADOW GOVERNING BODY MEETING



Meeting Date: 2 August 2012

Report Sponsor:

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Report Author:

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1. Title of Paper: Fairness and Inclusion Strategy

2. Strategic Objectives supported by this paper

Improve healthcare outcomes
Reduce health inequalities

3. Executive Summary

The Clinical Commissioning Group (CCG) is required to outline its approach to equality and diversity. This report asks the Shadow Governing Body to consider and approve the attached Fairness and Inclusion Strategy.

4. Evidence Base

Not applicable

5. Risks relating to proposals in this paper

Failure to implement an effective strategy may result in the CCG failing to be authorised or carry out its role effectively.

6. Summary of any finance / resource implications

Delivery of the strategy will be managed through existing resources.

7. Any statutory / regulatory / legal / NHS Constitution implications

Adopting the strategy enables the CCG to meet requirements for authorisation.

8. Equality Impact Assessment

The strategy has no specific equality implications of itself, however the way equality implications will be accounted for is outlined in the strategy.

9. Any related work with stakeholders or communications plan

The strategy will be made available for comment to the Patient and Public Engagement Steering Group.

10. Recommendations / Action Required

The Shadow Governing Body is asked to agree the attached Fairness and Inclusion Strategy.

11. Assurance

The strategy will be applicable from immediate effect.

Vale of York Clinical Commissioning Group Fairness and Inclusion Strategy 2012-2015

Introduction

What are fairness and inclusion?

Fairness and inclusion are about treating people differently according to their needs, so as to arrive at fair results.

We know that people may suffer disadvantage because of their:

- Age
- Disability
- Income
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (including gender reassignment)
- Sexual orientation

Therefore in the Vale of York Clinical Commissioning Group (CCG)'s role as both a commissioner and an employer, we need to pay particular attention to these characteristics in making sure all we do is fair and inclusive.

The Equality Act refers to these characteristics¹ as 'protected characteristics' or 'protected groups', and these phrases will be used to describe this list going forward in the document.

While the Equality Act does not include income, as it is perhaps less connected to who an individual is, we know that this can sometimes have an even greater affect on an individual's health outcomes and ability to engage than other factors, so believe it is important to take this into account too.

The overarching aims in this are to:

- Advance equality of opportunity through:
 - Removing or minimising disadvantages suffered by people due to their particular characteristics
 - Taking steps to meet the needs of people with particular characteristics where these are different from the needs of others
 - Where their participation is disproportionately low for particular groups of people, encouraging them to participate
- Eliminate unlawful discrimination, harassment and victimisation
- Foster good relations between people who may have different characteristics

¹ Excluding income

In doing so, we will meet our legal obligation to comply with the general equality duty set out in the Equality Act 2010. We also recognise these aims enable us to be a better employer and make better decisions as a commissioning body, which ultimately helps us towards our goal of achieving the best health and wellbeing for all the individuals in our community.

This strategy applies to the CCG as both a commissioner of health services and an employer. It is worth noting though that the CCG is relatively small direct employer, with less than 30 staff. Therefore, as a single organisation it is difficult to accurately identify workforce trends or take action based on a particular characteristic, given the small numbers and the potential for a single individual to disproportionately skew data. However, the CCG is part of a larger network of NHS employers, and one of several CCGs using North Yorkshire & Humber Commissioning Support Service (CSS) for human resources support. Therefore, we will use the CSS to identify wider trends and actions, while acknowledging our role as a CCG in collecting information, engaging with staff and implementing changes.

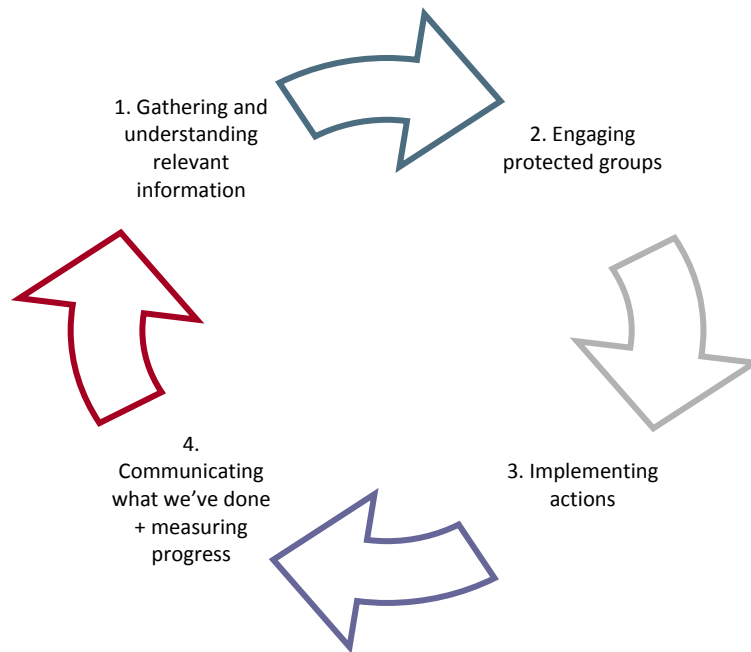
Embedding fairness and inclusion

Just as it is important to make decisions with due consideration of their legal or financial implications, we believe that it is important that fairness is embedded as part of normal business processes. Thinking about how people with particular characteristics may be affected (either positively or negatively) should be a natural part of the thought process in making decisions, rather than a burdensome add-on.

The role of the CCG is primarily to commission health services, so we will need to think about how people from the protected groups may be affected for each step of the commissioning cycle:

- When we decide our strategy and priorities
- When we re-design services
- When we plan how we will shape supply and manage demand
- When we procure services from providers
- When we decide how we will monitor and evaluate performance

In each of these circumstances, we will look to analyse relevant information and understand views from communities themselves. We will then consider and implement actions to make sure no groups are unfairly disadvantaged, and monitor the effectiveness of what we've done. This is shown in the cycle below:



In order to stimulate and demonstrate our thought processes, for each of the circumstances outlined on the previous page, we will write down answers to:

1. *How might this affect people from the protected groups in different ways to others?*
2. *What information and engagement with communities have you used to make this judgement?*
3. *What are you going to do to remove or minimise any disadvantage?*

This process is known as carrying out an Equality Impact Assessment. This may either be embedded in a particular document or strategy, or where it is more appropriate or the decision isn't otherwise documented, a simple pro forma will be used.

Embedding this process forms the essence of the strategy; we do not know yet all the decisions we will make in the next 3 years, but we will ensure in everything we do we will take the steps needed to make sure they are not disadvantaging certain groups.

There are, however, some specific foundational actions which we can put in place now. These form the remainder of this strategy under the 4 key areas in the diagram on the previous page.

We also acknowledge that being an organisation that is fair and inclusive in all it does works best with leadership from the top; so for the Vale of York, the Accountable Officer will be responsible for embedding a culture of fairness and inclusion.

Foundational actions

1. Gathering and analysing relevant information

As an employer we will:

- Collect and analyse the race, disability, gender, age breakdown and distribution of our workforce and job applicants, and compare this against our community profile to understand where protected groups may be disproportionately represented (through our Workforce plan)
- Undertake an annual staff survey to understand a range of measures including staff satisfaction, and breakdown the results by each protected characteristic to understand if there are any areas where particular groups may be suffering disadvantage

As a commissioner we will:

- Analyse health outcomes broken down by protected characteristics, where breakdowns are available, to identify and understand if there are any areas where particular groups may be suffering disadvantage (through our Integrated strategy)
- Analyse uptake of health services and admissions data broken down by protected characteristics, where breakdowns are available, to identify and understand any disproportionate access to services (through our Integrated strategy)
- Where other bodies are responsible for providing data, encourage them to provide us with the data broken down by the protected characteristics.
- Undertake joint strategic needs assessments covering the Vale of York area which provide analysis of the population and health needs according to protected groups.

2. Engaging protected groups

As an employer we will:

- Pick up individual issues through regular 1-2-1 meetings
- Through the CSS, utilise wider NHS employee engagement mechanisms to consult with relevant staff around HR policies etc. which may affect protected groups in a particular way.

As a commissioner we will:

- Engage with protected groups at each stage of the commissioning cycle – see 'Embedding fairness and inclusion'
- Ensure our consultation mechanisms are accessible and inclusive, to enable the voice of all protected groups to be heard (see our Communications & Engagement Strategy)
- Publish consultation information in a range of accessible formats.

3. Implementing actions

As an employer we will:

- Make sure all staff and Board members understand their responsibility for fairness and inclusion.
- Where it appropriate for the post, support staff to be able to effectively embed fairness and inclusion through the commissioning cycle and undertake equality impact assessments.
- Ensure arrangements are in place to support staff who feel bullied, harassed or stressed
- Communicate information in accessible formats.
- Ensure DDA audits of the Vale of York's buildings are carried out.
- Take the steps required to be a 'Mindful employer' as an employer who takes positive steps about mental health at work.
- Attain 'Positive about disabled people' status through our commitment to employ, keep and develop the abilities of disabled staff.

As a commissioner we will:

- Carry out equality impact assessments and implement appropriate actions at each stage of the commissioning cycle – see 'Embedding fairness and inclusion'
- Publish information intended for public consumption in a range of accessible formats. We will make translations, large print and Braille documents available on request.

4. Communicating what we've done + measuring progress

As an employer we will:

- Publish all our policies on the staff intranet.
- Use staff survey results to monitor our progress.

As a commissioner we will:

- Publish completed Equality Impact Assessments on our website, and also available on request.
- Communicate how we've responded to feedback directly to particular groups or through our Public and Patient Congress.
- Monitor data and outcomes for protected groups through our Performance Framework.