

Public Sector Equality Duty Report

Table of Contents

Executive Summary.....	Page 3
Vision and Values.....	Page 3
Equality: Governance.....	Page 4
Equality Act and the Public Sector Equality Duty.....	Page 5
Population Profile.....	Page 5
Membership.....	Page 6
Volunteers.....	Page 6
Patient Involvement and Engagement.....	Page 7
Partnerships.....	Page 8
Locala’s Strategic Priorities.....	Page 9
Equality Objectives.....	Page 10

Executive Summary

The purpose of this report is to provide assurance to patients, service users, community members, members of the public and partner organisations that Locala is compliant with the Public Sector Equality Duty (PSED) and is committed to equality and inclusion.

This report provides an annual update of activity undertaken to embed equality within the organisation and its activities, as well as the organisational equality and diversity objectives for the next 12 months.

Locala is a not-for-profit social enterprise providing a variety of NHS community healthcare services to people in Kirklees, Calderdale and Bradford.

Locala is a colleague owned, membership organisation and it is vital that we have an active and involved membership, helping us to understand the needs of our local communities and ensure those needs are met.

We have undertaken a pledge, which summaries our commitment to equality and diversity:

“Locala is committed to providing community healthcare services and employment that is representative, inclusive and recognises the value of the diversity of our local communities, colleagues and members. It is essential that we provide services that respect, embrace and celebrate our increasingly diverse populations and which promote equality of access. We will care for and treat all service users, colleagues and carers with dignity and respect.”

Vision and Values

Locala’s Vision is making a positive difference to the wellbeing of the communities we serve.

Our ambitions up to 2021 in order to make this vision a reality are:

- **Be outstanding:** we will be an exemplar provider of community health and social care services, evidenced by continuous and sustained improvement towards CQC or other independently assured rating of 'Outstanding' and; the positive difference we make to those we serve.
- **Be patient centred:** Patients will tell us what they want and we will listen. They and their carers will be our partners in transforming and designing services that they need.
- **Be a great employer:** We will be the place that people want to work, providing local employment and career opportunities. We will raise aspirations, nurture talent and realise potential.

Our values remain an integral part of our culture. **Our values are:**

Be caring...

- Support, care and respect
- Provide great customer service

Be inspirational...

- Be accountable
- Innovate, challenge and improve
- Be Inspirational

Be part of it...

- Build great communities
- Develop myself and my colleagues
- Work together, win together

Equality: Governance

At Locala, we want to provide community healthcare services that meet the needs of our local populations and that give protected groups and the general population identical outcomes.

To ensure we are making progress in terms of equality, diversity and inclusion the Head of Communications and Engagement and the Head of Workforce provide a joint leadership for equality across the organisation. Equality and Diversity is a standing agenda item at the

Workforce Strategy Implementation Group and the Communications and Engagement Team meetings. Ultimately responsibility sits with Locala's Executive Management Group.

Locala also has a LGBTTQ* Group who meet monthly. The group comprises of Locala colleagues, community members, Members' Council representatives and representatives from local community groups.

In order to deliver our equality objectives close working relationships with our patients, communities and community membership is imperative. They will be actively involved in our equality and diversity work, and will provide us with assurance that we are meeting the needs of the local population.

Equality Act and the Public Sector Equality Duty

Publishing equality information and setting equality objectives are part of Locala's compliance with the Equality Act (2010) and one of the ways Locala demonstrates meeting the Public Sector Equality Duty. For more information visit;

- [Equality Act](#)
- [Public Sector Equality Duty](#)

Population Profile

Locala provides community healthcare services to more than 400,000 people in Kirklees, Calderdale and Bradford.

The Metropolitan Boroughs of Calderdale and Kirklees extend to 364km² and 408 km² respectively. The main commercial hubs of the Boroughs are Halifax and Huddersfield although a number of smaller towns including Brighouse, Batley and Dewsbury also lie within the unitary boundaries. The Borough's lie along the eastern side of the Pennines and include part of the Yorkshire Dales national park. Adjoining authorities include Bradford, Leeds, Wakefield and Barnsley. To the west of the Pennines lies Oldham, Rochdale and Bury. The Rivers Calder, Colne

and Holme, together with their tributaries, to the west of each Borough have carved a number of valleys.

For more information about the demographics of the local area, please visit:

- [Kirklees Census information](#)
- [Calderdale census information](#)
- [Bradford census information](#)

Membership

Locala wants to ensure that our community membership is representative of the communities in which we work, to ensure that the voices of those communities is represented. For assurance, a review of the demographics of our Community Members was carried out by the Engagement Team in January 2019 and we found that we are largely representing the community in which we serve through our membership.

The following areas were highlighted and have been embedded into the Membership Activity Plan for 2019-2020:

- 0-16 year olds are underrepresented in Locala Community Membership. Work will be undertaken within the next 12 months to address this, and to refresh the activity of our Young People's Network.
- Males are underrepresented in Locala membership. We will endeavour to seek out opportunities to recruit male members and ensure they are offered equality of opportunity.

Volunteers

Locala recognises and actively promotes the benefits of a diverse workforce and is committed to treating all volunteers with dignity and respect regardless of race, gender, disability, age, sexual orientation, religion or belief. We therefore welcome applications from all sections of the community. Securing and developing a volunteer base that reflects and understands the diversity of our local population is fundamental, helping to reassure our patients and service users that they are more likely to get the service they need.

Locala has recently been reaccredited with the Kirklees Volunteering Quality Award (KVQA) for another three years. This certificate is awarded to organisations to show that they involve

volunteers in ways that have been agreed as good practice by Volunteering Kirklees, Kirklees Council and Third Sector Leaders. Good practice includes making sure volunteering is open to everyone, encouraging volunteers to develop their skills and offering support and supervision to active volunteers. Receiving this award is evidence that Locala values volunteers and aims to provide them with a high quality, positive experience.

As part of the assessment process for the KVQA, Locala undertook an audit of the demographics of our current active volunteers and were pleased to find that it does reflect the diversity of our local population with regards to ethnicity, faith and age.

All volunteers undertake a mandatory training programme as part of their recruitment and induction, 'Equality and Diversity Awareness' is part of this programme, ensuring all our volunteers are given this basic knowledge before they become active.

Patient Involvement and Engagement

Locala's ambition for communication and engagement is:

"To support colleagues across Locala to deliver the highest quality healthcare services, ensure that our colleagues and community understand the organisation and what it stands for, and undertake initiatives that make a positive difference to the wellbeing of the people and communities we serve."

The Communications and Engagement team will support good leadership and strong governance, and support Locala's ambition to have an excellent reputation. In addition work to improve Locala's image and reputation will have a positive impact on Locala being a sustainable organisation.

A number of ambitions and goals have been identified to be met by 2021, which align with the organisation's Strategic priorities. These include:

- We will implement effective ways of collecting and sharing patient experience, so that all teams understand the views and needs of the patients, and feel able to make service change based on that feedback. We will also develop the understanding of engagement across Locala, so that teams feel confident in working alongside patients, carers and communities to develop service change and improve services.
- We will implement informative, engaging, personable communications activity, to ensure that colleagues feel part of the organisation, but do not feel overwhelmed by messages, and that

local communities and other stakeholders understand the organisation, what it does, and what it stands for, helping to enhance how we are perceived and developing our reputation.

- Working in partnership with clinical services, we will expand Locala's network of voluntary sector organisations, and other partners, and develop innovative projects based in communities, to bring about positive change. Projects will be primarily based around social isolation, carers, young people, and the environment, and involve Locala's existing volunteer network.

Locala have a committed Communications and Engagement team who tailor their work to the needs of the service and individual.

Our Engagement work takes account of the needs of the protected groups and of individuals, making efforts to ensure everyone's voice and opinion is heard. This provides assurances that we understand, and are meeting the needs of the local community.

Partnerships

At Locala, we recognise that we are not always the experts and make every effort to foster and maintain relationships with a range of community/voluntary/charity and third sector groups, to ensure; a diverse range of opinions and experiences are heard across Locala and our services reflect the needs of these groups.

Locala are the lead partner in the Thriving Kirklees partnership, involving Northorpe Hall, South West Yorkshire NHS Foundation Trust, Home Start and the Yorkshire Children's Centre. The Thriving Kirklees partnership brings services for Kirklees children and young people aged 0-19 years (up to 25 years for children with special needs) and their families together under one name, Thriving Kirklees.

Locala also provide the Public Health Early Years' service in Calderdale, known as Calderdale PHEYS, the service provides; health visiting, oral health and breastfeeding support to families of children aged 0-5 years. The service is commissioned by Calderdale Public Health.

Locala also have an ongoing partnership with Age UK Calderdale and Kirklees, and fund two personal independence workers who provide a social prescribing service to service users in Kirklees.

As a not-for-profit social enterprise, Locala reinvest any surplus back into the services we provide and the local community. One of the ways this plays out is through the Community Fund, an annual grant of £10,000. Local community groups can apply for up to £1500. In March 2019 the fund supported 12 different community groups.

Locala's Strategic Priorities

Locala has agreed its own set of strategic priorities, taking us forward to 2021. Four areas have been agreed which will help to ensure health equality is at the forefront of our practice. The four strategic priorities are:

- **Delivering high quality care:** To do this we must ensure that we support our colleagues in such a way that they feel confident to identify, and able to implement, changes that result in better care and outcomes for patients. We will create a culture of continuous improvement, in which our senior leaders will develop the organisation and support colleagues to embed a strong culture of quality improvement.
- **Improving population health:** Our aspiration, over the next three years, is to empower our patients to improve their health and wellbeing so that they can live as well as possible for as long as possible. In order to do this, we must work with our partners and commissioners, so that we can provide seamless and integrated care, with the patient at the heart of everything we do.
- **Making a difference in communities:** We will grow our community membership. We will share our knowledge, skills and time to support local people and communities. We will create partnerships and support local organisations and projects that have maximum impact and generate tangible social value.
- **Be a sustainable organisation:** To achieve our strategic priorities and ambitions, we must be efficient, but we must also be innovative and transformative. This requires a culture of learning, accountability and leadership. We must have strong foundations if we are to be of greatest benefit for our patients, the local communities we serve, and the wider health and social care system.

Equality Objectives

Our equality objectives have been developed based on a collaboration between our Engagement team and Workforce teams, and reflect our requirement to meet the objectives of EDS2 and the Public Sector Equality Duty.

The aim of these objectives is to embed equality, diversity and inclusion at the centre of what we do at Locala, to enable our strategic priorities to be met; ensuring quality of service with a particular focus on equality and inclusion.

Our equality objectives are:

1. Ensure all services have an updated and active Equality Impact Assessment and to ensure that a Quality Impact Assessment is part of any service change
2. Fulfil the requirements of EDS2
3. Meet the requirements of the Accessible Information Standard
4. Ensure all services are capturing equality monitoring data with an understanding of why this is important
5. Commit to having a workforce that is representative of our community and the people we serve
6. Identify and monitor our colleagues' experience within Locala and where appropriate, proactively take action to resolve any concerns

1. Ensure all services have an updated and active Equality Impact Assessment and to ensure that a Quality Impact Assessment is part of any service change

Equality Impact Assessments will be carried out with all Locala services during 2019/2020 with the Engagement Team. These will highlight any potential areas of improvement towards inclusion for protected groups within individual services and our estates. From these, action plans will be developed to highlight areas for improvement. Findings and service improvements resulting from EIA's will be shared across the organisation.

The template for Equality Impact Assessment's was reviewed and approved in early 2019. Preliminary assessments were also carried out and outcomes were fed back to the Engagement team and necessary adjustments were made.

Engagement Champions were recruited for every service in 2018/2019, and work has been ongoing to embed and develop them and their practise within services. Engagement

Champions are responsible for Service Engagement Plan's within their teams, and these will be considered as part of the Equality Impact Assessment.

Quality Impact Assessment's will also be completed and will assess the potential impact of any service change – and this process will involve evaluating the impact on the protected groups outlined in the Equality Act (2010).

2. Fulfil the requirements of EDS2

As an organisation who provide commissioned NHS Community Healthcare services, we are required to fulfil the requirements of EDS2 – which provides assurance that Locala are meeting the requirements of the Equality Act and the Public Sector Equality Duty. EDS2 is a generic system for NHS commissioners and providers, and Locala will apply EDS2 with specific regard to our roles and responsibilities.

Locala will complete and publish the EDS2 Summary template to demonstrate our most recent EDS2 implementation.

In March 2019, Locala undertook three presentations in Calderdale, North Kirklees and Greater Huddersfield to demonstrate and celebrate our commitment to and implementation of EDS2 over the last 12 months. The presentation was based upon how equality and diversity is embedded within service improvement at Locala, and focused upon Engagement work undertaken as part of improvements been discussed to Locala's Single Point of Contact.

As part of the presentation, we gave ourselves a rating of developing, as we acknowledged that at this early stage of the project, representatives from each of the nine characteristics were yet to be included. The rating was reflected in all three presentations we attended, where we were also given a rating of developing.

From the presentations, we then set ourselves three objectives, in order to improve our commitment to equality and diversity, and to improve the project overall. These are:

- Produce an Equality Monitoring form and ensure equality monitoring data is captured at all future engagement events
- Develop further relationships with community groups and third sector groups representing the nine protected characteristics and ensure these relationships are maintained
- Develop a single point of contact user group representative of the communities in which we serve.

3. We will meet the requirements of the Accessible Information Standard

The 'Accessible Information Standard' establishes a framework for patients and service users (carers and parents) who have information or communication needs relating to a disability, impairment or sensory loss, to receive accessible information and communication support when accessing NHS or adult social services.

An audit of how services use the Accessible Information Standard and the adjustments that are made from it was undertaken in February 2019 and the actions that arose from those form part of our Equality and Diversity Action plan for 2019-2020.

Work will be undertaken at Locala across the next 12 months to ensure that colleagues have a good understanding of the Accessible Information Standard and why it is an important aspect of patient experience and to ensure the requirements of the Accessible Information Standard are embedded across the organisation.

Easy Read patient literature is also due to be produced and introduced with the Sexual Health service in 2019-2020. Findings and learnings from this process will then be compiled and used to determine whether further Easy Read patient literature needs to be introduced across other services.

The Locala Speech and Language Therapy clinicians will also be involved in work around the Accessible Information Standard.

4. For all services to be capturing equality monitoring data (where appropriate) with an understanding of why this is important

All patient facing services will capture equality monitoring data related to the protected characteristics and have an understanding of why this is important.

In 2019, work was undertaken to review the equality monitoring questions that were asked as part of Friends and Family Tests, annual surveys, the membership application form and other documents to ensure that Locala implemented a consistent approach to equality monitoring data that could be compared across the organisation and met the needs of service users/members and demonstrated our commitment to inclusivity and equality.

Locala has a flexible approach to capturing equality monitoring data and will adapt questions to meet the needs of individual services.

Work is also being undertaken to ensure services understand why they are collecting this data and what to do with it.

The equality monitoring data services capture will be considered at part of completing an Equality Impact Assessment and any knowledge gaps this identifies will form part of each service equality impact assessment action plan.

Service users will also have a greater understanding of why they are asked to provide this data and what the organisation uses it for.

5. To commit to having a workforce that is representative of our community and the people we serve

Locala employs more than 1400 people across three districts, who work flexibly out of more than 50 different bases providing community healthcare as close to home as possible. Locala have a diverse range of roles that make up the organisation, ranging from Community Staff Nurses, Physiotherapists, School Nurses, Communications and Administrative Colleagues.

It is imperative that Locala have a workforce who accurately represent the local population. Workforce representation will be analysed by the Workforce Race Equality Standard and information provided on the Gender Pay Gap.

We have taken the following actions from the WRES published in September 2018:

- Continued activity with local community groups to raise the profile of Locala as an employer of choice and to increase applications from BME colleagues to accurately reflect the community we serve.
- To continue to monitor the data for White and BME colleagues in relation to disciplinary investigations.
- Funding panel has been set up and promotion of applications for funding is ongoing.
- Continued promotion of duty of candour. Action plan developed through the Equality and Diversity Group.
- Ongoing work and monitoring with Staff Side representatives to look at bullying and managing colleagues in the right way.
- Continued promotion of leadership development including courses and coaching interventions
- Locala will continue to ensure all vacancies are promoted out to the wider community to increase applications from under-represented groups.

Compliance with the Workforce Race Equality Standard (WRES) is a requirement for NHS commissioner and providers to help deliver high quality patient care, increased patient satisfaction and better patient safety through a motivated, included and valued workforce. The WRES also ensures that Locala are meeting the requirements of the Public Sector Equality Duty and EDS2.

Locala's latest WRES report, published in September 2018 can be [found here](#).

More information on the Workforce Race Equality Standard can be [found here](#).

6. To identify and monitor our colleagues' experience within Locala and where appropriate, proactively take action to resolve any concerns

Colleague experience at Locala is measured through our annual colleague survey.

Our colleague wellbeing group also meet bi-monthly to discuss colleague experience and initiatives that promote wellbeing within the workplace.