

Equality, Diversity & Inclusion

Policy and Procedure

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Policy Statement

North London Hospice is committed to building and promoting an inclusive environment, where Equality, Diversity and Inclusion (EDI) is valued, unlawful discrimination is eliminated, and all staff, volunteers and service users are treated fairly and respectfully.

This policy outlines our approach to fostering a culture of inclusivity at the hospice.

EDI plays an essential role in ensuring we are able to provide the highest quality palliative and end of life care, and the hospice's key equality objectives are embedded within our EDI strategy,

Under the Equality Act 2010, the hospice has a legal duty to eliminate all forms of unfair treatment and discrimination on the grounds of the following 'protected characteristics':

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity

- Race
- Religion or belief
- Sex
- Sexual orientation

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Version Control

Version	Description of Changes	Reason for Change	Author	Date
0.1	New document	Three-year review of Policy - combines Equal Opportunities Policy & Procedures and the Disability Policy. no significant legislative Changes	Director of People & Volunteering	Jun 13
0.2	Incorporation of changes agreed in Policy Group	Submission to QSR for ratification	Director of People & Volunteering	Jan 14
0.21	Incorporation of additional changes agreed in Policy Group	n/a	Chair of Policy and Procedure Group	Mar 14
1.0	Policy approved			Mar 14
1.1	Changes in format and style only	Three-year review	Director of People	Jun 17
2.0	Ratified policy		QS&R	Jul 17
2.1	Revised and reformatted policy	Three-year review	Director of People	Jan 21
2.2	Formatted		PA to Clinical Directors	April21
2.3	Amends	Amends agreed at P&P	P&P	May21
3.0	Ratified	Ratified and formatted policy	Q&R	June21
4.0	Updated Definitions and Values Updated Policy Statement General formatting Changes	3 year Review	ED&I Manager	Oct 24

1. Introduction

This policy is intended to prevent all forms of unlawful or unfair discrimination, harassment and victimisation in any aspect of staff employment or service delivery on the grounds of the nine protected characteristics of the Equality Act 2010.

Equality is about ensuring that individuals or groups are not treated less favourably because of their identity. Equality is often misinterpreted as meaning that everyone should be treated the same, but it means recognising that different people's needs are met in different ways, for example, providing information in different formats (such as braille), or ensuring there is access to a building for an individual in a wheelchair.

Diversity is about taking into account and appreciating people's different backgrounds, knowledge, skills, and experiences.

Inclusion is about creating and maintaining an environment where people have a sense of belonging, and feel welcomed and valued for who they are. The more inclusive we are, the more individuals are encouraged to contribute and the more we benefit from diversity. An inclusive environment is one in which all people are respected and feel safe from discrimination.

2. Purpose

The purpose of this policy is to:

- Work towards the elimination of all forms of discrimination covered under the Equality Act 2010.
- Create a positive culture throughout the hospice, where EDI and respect are at the centre of all our activities.
- Ensure staff, volunteers, service users and trustees are engaged with the implementation of this policy.
- Encourage positive action to overcome disadvantage and discrimination.
- Ensure the highest possible standards are achieved in service delivery, and in our employment and volunteering practices.
- Ensure EDI is promoted through our work, both internally and externally.

3. Associated Hospice policies/procedures

- Disciplinary procedure
- Grievance procedure
- Flexible-working policy and procedures
- Prevention of bullying and harassment policy and procedures
- Recruitment and induction procedures
- Freedom to Speak Up: Raising concerns Policy
- Health and Safety Policy
- Fire Safety Policy
- Business Continuity Plan
- Complaints, Concerns and Compliments Policy
- Dealing with Workplace Aggression and Violence Policy

4. Our Commitment

The hospice is committed to:

- Creating an inclusive environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff, trustees, volunteers, and service users are recognised and valued

- Implementing inclusive recruitment practices and workplace benefits.
- Ensuring development and progression opportunities are available to all, so that no person or group of people will suffer detrimentally in promotion or dismissal.
- Regularly reviewing service provision to ensure it is accessible, fair and appropriate to all groups within society.
- Training staff (including managers), volunteers and trustees about their rights and responsibilities under the EDI policy. Responsibilities include the hospice providing equal opportunities in employment, and preventing bullying, harassment, victimisation and unlawful discrimination.
- Assessing the impact of our policies, practices and services among staff, volunteers and patients from different protected groups.
- Monitoring the demographic make-up of our staff, volunteers, and service users, so that we can work towards ensuring the hospice reflects the communities we are serving.
 - Promoting the benefits of embracing EDI internally and externally, through marking events in our EDI Calendar.
- Embedding EDI into our policies, procedures and everyday practice.
- Regularly monitoring and reviewing this policy to ensure that inclusive practice is embedded.

5. Our Values

Our values govern our decision making, organisational culture and our behaviours and they underpin how we implement our EDI Policy.

Our current values are:

- Collaborative and Learning
- Open and Honest
- Respectful and Empowering
- Equal and Inclusive.

6. Roles and Responsibilities

Ultimate Responsibility

Held by the Trustees but operational responsibility is delegated to the Chief Executive, who will ensure the policy is in place.

First Line Responsibility

Directors and line managers have a responsibility to set a positive example by ensuring that the policy is being followed and that they are promoting EDI.

Individual responsibility

All those working and volunteering for the hospice should understand that they (and the hospice) can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment against staff, volunteers, service users, and the public.

Everyone has an individual responsibility to ensure compliance with this policy, including being alert to the risk of such unlawful practices. We consider a breach of this policy as a serious offence, and any violation of this policy or the Equality Act 2010 by anyone in the organisation will result in disciplinary action, up to and including dismissal in appropriate circumstances.

7. Procedure

Staffing and Employment

The hospice understands the importance of having highly committed staff and volunteers, to support wellbeing and business performance and is committed to being an inclusive employer to support these aspirations. We understand that in order to achieve this, we must act responsibly, provide equality of opportunity and value diversity and inclusion for all staff/volunteers/service users.

The hospice aims to ensure that no staff/volunteer/service user or prospective staff/volunteer/patient receives less favourable treatment on any grounds.

We recognise the importance of treating everyone at the hospice with dignity and respect. We will endeavour to achieve equality of opportunity within our approach to staffing and volunteer involvement and will:

- Aim to ensure that job and role requirements and job selection criteria are clear and based only on genuine requirements. The qualifications, skills and experience required of the role shall be communicated clearly to the individuals within the advertisement and description, which is included with the application form.
- Consider taking positive action for some recruitment and promotion exercises to address under-representation in our workforce by encouraging applications from people from certain under-represented groups. However, we will ultimately make recruitment and promotion decisions on merit and not on the basis of protected characteristics.
- Ensure all posts (except those subject to legal exemption, e.g. genuine occupational qualifications) are equally open to all members of the community.
- Have policies and practices which are inclusive and respectful of the needs and wishes of different groups (through review of policies by our Quality and Risk group).
- Introduce relevant training for recruitment and selection.
- Seek ways to develop cultural awareness within our organisation, through training delivery.
- Monitor the diversity of our staff and volunteers; applicants for employment, commencement of career developments; and staff use of internal procedures.
- Provide training for all staff and volunteers on EDI and on understanding and avoiding discrimination.
- Make reasonable adjustments to accommodate disabled staff and volunteers. For example, we can provide extra equipment or support, rearrange duties and make changes to our premises in appropriate cases. Staff and volunteers who have a disability are encouraged to inform the People Team about this so that we can explore what adjustment might be appropriate.
- Ensure we examine the potential for bias in recruitment processes, and take steps to mitigate this.
- Consider flexible working arrangements for staff and volunteers to assist with individual personal circumstances.

Training, Education and Development

EDI will be included as part of the induction process and mandatory e-learning modules.

Through the appraisal process, all staff and volunteers, will have their training and development needs addressed. Appropriate training and development opportunities will be made available to all.

Specialised training courses and awareness raising will be provided as required for recruitment and selection, appraisal, performance management, workforce development, and interpretation of conditions of service.

8. Handling complaints of discrimination

The hospice has zero tolerance on any form of discrimination or harassment and will investigate all discrimination complaints involving anyone coming into contact with the hospice including staff, volunteers, service-users, relatives or contractors.

The hospice will treat all complaints sensitively, confidentially, thoroughly and in a timely manner.

Any hospice staff or volunteer who considers that they have been discriminated against in matters covered by this policy, may pursue the matter through the use of internal procedures (and service users may pursue the matter through the Complaints, Concerns and Compliments Policy).

Speaking Up

The Freedom to Speak Up Policy aims to protect the hospice by providing a framework that encourages and enables staff and volunteers to raise concerns internally and in confidence about unlawful conduct, malpractice, health and safety risks or unethical conduct that might affect patients, colleagues or the hospice itself. Built into the policy is an assurance that there will be no risk to the person raising such concerns if actions are based on good faith.

9. Policy Development Process

The development of this document has been authorised by the Chief Executive. It has been developed to meet the needs of the hospice in respect of a policy to provide the NLH approach to promoting EDI.

In the development of the document the views and opinions of identified stakeholders have been sought and considered, and it has been developed, approved and published following the hospice's agreed Policy Development Policy. Previous versions of this policy will be archived in accordance with the NLH Policy Development Policy.

Our policy will be monitored and reviewed every three years to ensure that best practice in EDI is regularly reviewed and updated.

10. Policy Monitoring and Review

The impact, effectiveness and compliance with the Policy and Procedure will be monitored across all aspects of employment and volunteering, including:

- Recruitment and selection process
- Terms and conditions of employment
- Promotion / training
- Outcomes of grievances / disciplinary hearings/ other internal staff or volunteer/service user complaints
- Exit interviews
- Dismissals / redundancy

It will also be monitored across our services at the EDI group on the basis of EMIS reports compared to the profile of the community that we serve. This policy will be reviewed annually to ensure that it reflects current legislation and regulations.

11. Compliance with Statutory Requirements

The policy has been drawn up in line with the Equality Act 2010 which is the legislation that applies in England, Wales and Scotland. It protects people from discrimination, harassment or
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victimisation. It does this by specifying a number of 'protected characteristics' as outlined above.

Delivery and implementation of a successful EDI plan is about more than compliance with our legal and regulatory obligations. It is about questioning the way that we currently do things and recognising where and how we need to change.

To enable this requires a clear and sound structure of support and governance, to ensure that issues that are raised are recognised and acted upon. We also need to ensure that people are empowered to raise issues without any fear of reprisal.

The overall mission of the EDI Policy is for North London Hospice to be a place where staff and volunteers feel safe and supported; where they can achieve their very best in their work; and diversity is both celebrated and used to support the growth of the hospice. This mission will be supported by a strategic plan and associated Key Performance Indicators (KPIs). By being committed and working together, we can deliver the culture change required for us to ensure that all are happy, safe and supported.

12. Scope

This Policy and Procedure applies to all NLH staff, volunteers and service users.

13. Staff Training Requirements

The attention of all new members of staff and volunteers is to be drawn to this document during their induction. Staff are required to complete the associated online E-Learning module annually, and volunteers every three years.

14. Equality Impact Assessment Tool

The hospice aims to design and implement services, policies and measures that meet the diverse needs of staff, volunteers and patients, ensuring that none are placed at a disadvantage over others. The Equality Impact Assessment tool is designed to help staff consider the needs and assess the impact of the policy in this light. Appropriate adjustments will be made to accommodate individual communication needs.

		Yes/No	Comments
1.	Does the document/guidance affect one group less or more favourably than another on the basis of:		
	• Age	No	
	• Disability	No	
	• Gender reassignment	No	
	• Marriage and Civil Partnership	No	
	• Pregnancy and Maternity	No	
	• Race		
	• Religion or belief	No	
	• Sex	No	
	• Sexual Orientation	No	
2.	Is there any evidence that some groups are adversely impacted?	No	
3.	If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?	N/A	
4.	Is the impact of the document/guidance likely to be negative?	No	
5.	If so, can the impact be avoided?	N/A	
6.	What alternative is there to achieving the document/guidance without the impact?	N/A	
7.	Can we reduce the impact by taking different action?	N/A	

If you have identified a potential discriminatory impact of this procedural document, please refer it to the Director of People together with any suggestions as to the action required to avoid/reduce this impact.

Appendix 1 - Definitions

Protected Characteristics refer to groups that are protected under the Equality Act. These are best described as certain attributes that people possess, which the law considers should be safeguarded.

Direct discrimination means treating one individual or group less favourably than another because of a protected characteristic they have or are thought to have (see perceptive discrimination below) or because they associate with someone who has a protected characteristic (see associative discrimination below). For example, not appointing a person on the grounds of race.

Associative discrimination is direct discrimination against someone because they associate with another person who possesses a protected characteristic; for example, not promoting someone who looks after a disabled relative because they might need time off to care for their relative is discrimination because of association with a disabled person.

Perceptive discrimination is direct discrimination against someone because others think they have a particular protected characteristic, even if the person does not actually possess that characteristic; for example, not sending an individual to represent the company at an external meeting because that person looks younger than he is.

Indirect discrimination occurs when a condition or requirement is imposed which, although applied equally, disproportionately disadvantages certain individuals or groups who share a protected characteristic; for example, dress codes should not discriminate against the requirements of certain religions. Indirect discrimination can be justified if it is a reasonable action in response to a business need.

Harassment is defined as 'unwanted conduct' and must be related to a relevant protected characteristic or be 'of a sexual nature'. It must also have the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Victimisation occurs where an employee is treated detrimentally, such as being denied a training opportunity or promotion, because he/she made or supported a complaint or raised a grievance about discrimination, or because he or she is suspected of doing so. However, an employee is not protected from victimisation if he or she acted maliciously or made or supported an untrue complaint.

Positive Action is the deliberate introduction of measures to eliminate or reduce discrimination or its 'effects'. It is a range of measures allowed under the Equality Act 2010 which can be lawfully taken to encourage and train people from under-represented groups to help them overcome disadvantages in competing with other applicants to apply for jobs or undertake training.