

# Performance guidelines

## for health organisations in Scotland

All NHS organisations have a statutory general duty to work to eliminate unlawful racial discrimination, and to promote equal opportunities and good race relations. The new public duty to promote race equality is not optional and health organisations have to meet it, however small the ethnic minority populations they serve.

Poor health is often an unavoidable consequence of poverty and other forms of social deprivation, and affects people from all ethnic backgrounds in Britain. However, as people from some ethnic backgrounds tend to be disproportionately disadvantaged by social and economic deprivation, they also tend to suffer from worse health. How health organisations approach these inequalities has the potential to make a profound difference to the lives of patients and their families and friends. It will also influence the way other organisations work, and affect the community at large.

This leaflet describes the main results or outcomes that will distinguish a health organisation that is meeting its duty well. It also outlines some of the ways in which a health organisation can show that it is meeting the duty.

This leaflet has been produced for a wide range of individuals and organisations, as well as health organisations. For example, members of the public should find it useful if they want to know how well their local health services are meeting their duty. Staff, managers, and board members will be able to use the leaflet to see if their own work, and the work of their board or trust as a whole, is making a difference to meeting the duty to promote race equality and good race relations. Inspectorates and the CRE will be able to use the leaflet as a guide to the performance they can expect from health organisations that are meeting the duty. Most of the results and activities we list here are likely to be included in a health organisation's race equality scheme (which will vary from one organisation to another).

This leaflet does not have statutory force. It is meant to be a concise guide to the performance that health organisations should aspire to in meeting the duty. We recommend that they also use the statutory *Code of Practice on the Duty to Promote Race Equality in Scotland* (which provides guidance on meeting the new public duty) and the non-statutory *Guide for Scottish Public Authorities* (which gives more detailed advice and practical examples) to develop full strategies for promoting race equality and good race relations. Useful information and advice are also available on these websites:

- [www.cre.gov.uk](http://www.cre.gov.uk)
- [www.show.scot.nhs.uk](http://www.show.scot.nhs.uk)
- [www.phis.org.uk](http://www.phis.org.uk)

# Outcomes of meeting the duty

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## Community satisfaction and equal opportunities

- Local residents and users of the organisation's health services from all ethnic groups are equally satisfied with:
  - the organisation as a whole, and
  - individual services.
- Users of the organisation's services, especially from ethnic minority communities, say they have confidence in the organisation. The organisation's monitoring also shows no significant differences in confidence between ethnic groups.
- The organisation reaches ethnic groups who have rarely used its services before.
- The general level of complaints is low, and there are no significant differences in complaints between ethnic groups.
- Service users and local residents understand and support the organisation's race equality aims and values.
- Interest in the organisation's consultation exercises has risen, particularly among people from ethnic minorities.
- The organisation makes decisions openly, and is accountable to the communities it serves.

## Staff satisfaction and equal opportunities

- The organisation's workforce is representative of the population – local or national – from which it fills its posts.
  - Members of the board and the executive are representative of the ethnic groups in the communities the organisation serves.
- Staff in the organisation are aware of the diverse health and cultural needs in the communities they serve, and know how to meet them.
  - Senior staff and board members know their responsibilities under the public duty, and play an active part in promoting race equality and good community relations.
  - Staff from all ethnic backgrounds are satisfied with the way the organisation is run and say the organisation is a good employer.
  - There are no significant differences between ethnic groups in complaints about unfair treatment or racial discrimination, either from staff or their representatives.
  - The organisation's employment practices attract good candidates from all ethnic groups.
  - The organisation has a good reputation in the area as a fair employer.

## Confidence and respect

- Board members and staff understand their responsibilities under the new public duties. They are confident about putting the organisation's policies into practice, and carry out their functions in the interests of all.
- The organisation sets high standards for the organisations it works with, and for the organisations that work for it.
- The organisation is respected for its commitment to – and success in – promoting equal opportunities and good race relations.

# Evidence of meeting the duty

## Leadership

Strong leadership is vital if health organisations are to meet the new public duty. A health organisation that is effectively promoting race equality will be able to show the following.

- Board members and senior staff have made a public commitment to tackle unlawful racial discrimination, and to promote equal opportunities and good race relations in all areas of the organisation's work.
- Board members and senior staff take a firm and steady lead on promoting race equality and good race relations, both inside and outside the organisation.
- Board members and senior staff understand the guiding principles of promoting race equality. They make sure that these principles govern all aspects of their work. The board has publicly stated that it is accountable for promoting race equality.
- Board members and staff from ethnic minorities play an active and responsible part in all areas of the organisation's work. They are not marginalised, or expected only to concern themselves with the organisation's work on equality and diversity.

## Services and policies

The aim of the general duty is to make race equality central to the way health organisations work. Services, policies, and procedures that are relevant to the duty should reflect this. A successful health organisation will be able to show the following.

### **The health organisation has identified functions and policies that are relevant to the duty.**

- The organisation has considered all its functions and the ways in which it carries them out. It has decided which of its functions are relevant to the duty to promote race equality and has put them in order of priority.
- All parts of the organisation are involved in the process of reviewing functions.
- The organisation is planning to repeat this assessment at least every three years.

### **The organisation has arranged to assess, and consult on, the impact its policy proposals are likely to have on the duty to promote race equality.**

- The organisation has procedures for assessing its policy proposals for their possible impact on race equality.
- The organisation takes steps to identify the full range of needs in the communities it serves, and makes sure everyone knows about its consultation plans and how they can take part.
- The organisation carries out assessments of its policy proposals by gathering as much information as possible on the subject. It consults staff, their representatives, users of services, and members of the public (including people from local ethnic minority communities) as part of these assessments.
- The organisation uses both formal and community-based approaches to consultation. For example, public meetings, surveys, outreach programmes, and contacts with community representatives, especially from groups it does not consult regularly.
- The organisation considers other policy options when its assessments and consultations show that its policies could affect some ethnic groups adversely.

**The organisation has arranged to monitor the effects of its policies on different groups.**

- The organisation uses both established performance measures and its own indicators to monitor policies that are relevant to the duty for their effects on different ethnic groups.
- The organisation sets ambitious but achievable targets to make continuous progress in promoting race equality.
- The organisation has systems in place to make sure that race equality is part of its everyday work.
- The organisation uses the results of its assessments and consultations, including ethnic monitoring, to improve the services it provides, and to reach all sections of the community.

**The organisation has arranged to publish reports on its assessments, consultations, and monitoring every year.**

- The organisation keeps easily accessible records of its monitoring, consultations, and assessments, and of any changes it makes to its policies as a result.
- The organisation publishes user-friendly summaries of its monitoring, assessments, and consultations. For example, in newsletters, occasional publications, and board papers, including its annual report. The summaries include information about any changes the organisation plans to make to its policies as a result.

**The organisation has made arrangements for everyone to have access to information about its work, and to its services.**

- The organisation uses various methods to provide information, and to promote its services to all sections of the local community.

- The organisation sets targets for access to its services, and produces monitoring reports.
- The organisation produces information about its services in various languages.
- The organisation provides interpreters for users and carers, when needed.
- The organisation holds its public board meetings in places, and at times, that are convenient for people from all parts of the community.
- The organisation has effective and efficient procedures for dealing with complaints about its services.

**The organisation has published a race equality scheme.**

- The scheme consists of a strategy and an action plan to meet the general duty and any specific duties.
- The scheme is a timetabled and realistic three year plan, which came into effect on 30 November 2002.
- The scheme is organised around achieving the results and outcomes described under 'Outcomes of meeting the duty'.
- The organisation reviews the scheme regularly, using existing systems and processes.
- The scheme is publicly available, both in printed and electronic form. It is also available in other formats, on request. Copies of the scheme have been distributed to all staff.

**The organisation has set race equality objectives for all its partnership work, and for work carried out for it under contract.**

- The organisation informs partner organisations that it intends to work in line with the principles of the duty to promote race equality.
- The organisation makes sure that the partnership's strategies and plans meet the legal requirements of the duty.
- Local partnerships set race equality targets and review their activities and progress regularly.
- Staff involved in partnership work have been fully briefed on the general duty, and any specific duties, to promote race equality and good race relations.
- The organisation has written its race equality duties into its service agreements and procurement contracts as performance standards for delivering services that are relevant to the duty.

## Employment

**The organisation has arranged to train its staff on the duty.**

- All staff and board members receive training on the Race Relations Act, and on how to prevent discrimination and encourage respect for people from different backgrounds.

- Staff responsible for meeting the duty receive training on their responsibilities under the Act, and in the skills they need to meet the general duty and any specific duties.

**The organisation has made arrangements to monitor staff, applicants, and employment processes, by ethnic group.**

- The organisation routinely monitors employees and applicants for employment, training, and promotion, by ethnic group. As it has more than 150 full-time employees, it also monitors the number of staff who receive training, who benefit or suffer disadvantage from performance assessments, who are involved in grievances or disciplinary action, or who end their employment with the organisation.
- The organisation takes steps to explain the importance of reliable ethnic monitoring and to encourage all staff to cooperate by completing their ethnic classification form.
- The organisation uses its ethnic monitoring data to set targets and to take action, both to encourage applicants from ethnic groups that are under-represented in particular areas of work and to deal with any adverse impact its employment policies and procedures might be having.
- The organisation publishes the results of its monitoring in its annual report.

