

NICE EQUALITY SCHEME AND ACTION PLAN: IMPLEMENTATION PLAN

ACTION AGREED	STATUS NOW	WHAT WILL WE DO?	WHO?	WHEN?
Involving disabled people in the equality scheme (section 6)				
1. We will build on work carried out to date by involving disabled people in a structured, systematic and significant way in the actions on NICE's disability equality duty emerging from this scheme and in reviews of the scheme, and we will extend this approach to other groups affected by the equality scheme.	There has been ad hoc involvement re: <ul style="list-style-type: none"> • office audit • website development • advisory bodies • this scheme. 	We will prepare a paper with proposals for a strategic approach to involving disabled people and other groups in the implementation and review of NICE's equality scheme.	R&D (<i>Peter Littlejohns</i>) Communications PIIP	May 2007
NICE's overarching functions – production and provision of guidance (section 8.3)				
2. We will ensure that all guidance and implementation advice contains a statement that includes appropriately tailored references to how professional and organisational practice should reflect equality requirements and the provisions of the Mental Capacity Act 2005.	There is a standard 'patient-centred care' statement in clinical guidelines only, but it is limited in scope.	We will develop a standard statement about professional practice in light of equality duties for use with minimum variation in all types of NICE guidance.	R&D (<i>Peter Littlejohns</i>) Guidance centres ID	May 2007
Guidance - topic selection (section 9.1)				
3. In preparing each topic profile for the selection process, we will seek within available resources to identify any issues relevant to race, disability and sex/gender equality and age discrimination that should be considered.	The Department of Health's topic selection criteria permit this, but are not specific about types of equality.	Our framework for taking forward this action will include: <ul style="list-style-type: none"> • building on CPHE work on techniques for applying an equity perspective to public health topics • a strategy for encouraging suggestions for topics from a broader range of people and organisations, drawing on the findings of the review to be commissioned by the Communications Directorate on communicating with hard-to-reach groups (see recommendation 10) • exploration of Information Services' role 	P&R (<i>Andrea Sutcliffe</i>) CPHE PIIP IS R&D	Nov 2007
4. We will formally record the conclusions of these assessments of potential equality impact, including where no relevant issues are identified.	This is a new process – practice is emerging.			
5. We will highlight gaps in information about a topic that prevent assessment of potential equality impact.	This is a new process – practice is emerging			

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<p>6. We will review the extent to which our methods for involving people and organisations in making topic suggestions are reaching a wide range of patients, carers and members of the public, particularly people from black and minority ethnic groups and disabled people; and whether there are ways of providing access to the process in addition to NICE's website.</p>	<p>NICE's website is the main route for making topic suggestions.</p>	<p>in proactively identifying topics</p> <ul style="list-style-type: none"> • reviewing the new topic selection procedure after its first year of operation with the criteria laid down by the Department of Health • using the above inputs in developing a technical manual on topic selection. 		
<p>7. We will consider whether we can include additional prompts and examples in our online 'suggest a topic' form that would encourage people wanting to highlight issues they regard as important in relation to equality.</p>	<p>The only directly relevant prompt is about 'variation' in access.</p>	<p>We will prepare proposals for amending the 'suggest a topic' form.</p>	<p>R&D (<i>Peter Littlejohns</i>)</p>	<p>April 2007</p>
<p>8. We will consider whether the online 'suggest a topic' form should include a confidential section in which respondents can volunteer information for monitoring purposes about their ethnicity, country of birth, age, and sex or gender, and whether in light of the legal definition of a disabled person and related guidance they consider themselves to be disabled.</p>	<p>There is no request for equalities monitoring information linked to the electronic form.</p>	<p>We will devise a monitoring questionnaire to accompany the 'suggest a topic' form – for use by individual respondents (rather than those responding on behalf of organisations).</p>	<p>P&R (<i>Andrea Sutcliffe</i>) R&D</p>	<p>May 2007</p>
<p>9. In addition to seeking information for monitoring purposes from applicants for membership of expert consideration panels, we will monitor the composition of the panels themselves and publish data about them in our annual equalities report.</p>	<p>Monitoring information is collected from applicants to panels.</p>	<p>We will report on this information, as it becomes available, in the annual equalities report.</p>	<p>R&D (<i>Peter Littlejohns</i>)</p>	<p>From: May 2007</p>

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Guidance - involving stakeholders (section 9.2)				
10. We will reinforce our commitment to recruiting the widest possible range of topic-relevant stakeholders, including national organisations representing relevant black and minority ethnic groups and disabled people, by highlighting it as an action in manuals of procedures in the next review of these manuals. (The manuals of methods and procedures of our guidance centres are reviewed on a three-year cycle.)	Guidance centres put a great deal of effort into identifying and enlisting relevant stakeholders, with the support of the PPIP. Process manuals make no specific reference to NICE's interest in stakeholder representation related to equality.	We will commission a review of the range of methods for communicating with and involving 'hard-to-reach' groups. The outcomes of the review will include advice and tools on communication and involvement for guidance centres and other NICE programmes, including advice on 'proportionate' investment of resources. The review findings will feed in particular into the forthcoming reviews of guidance centres' process manuals.	Communications (<i>Louise Fish</i>) PPIP Guidance centres	Sept 2007 April 2008
11. We will review the effectiveness of our arrangements for recruiting stakeholders representing the views of people with mental health problems and learning disabilities about health topics affecting them, and consider whether additional measures are required.				
12. We will continue to develop links with national networks concerned with the health of people from ethnic minority groups (including those within organisations representing a wider patient population), and with the rights and health of disabled people.	PPIP is very active in developing such links.	We will continue current practice.	PPIP (<i>Marcia Kelson</i>)	Ongoing
Functions underpinning guidance – guidance scoping (section 9.3)				
13. In the next review of the manuals of our guidance centres we will seek to make them more consistent in describing how impact on equalities will be assessed in the scoping process.	Manuals refer variously to population sub-groups and factors such as ethnicity. Little consistent prominence.	As part of forthcoming methodology reviews, guidance centres will develop appropriate statements for manuals on equality-related factors to be considered in guidance scoping. All centres will draw on discussions at the Technology Appraisals workshop later this year, and the workshop on updating NICE's social value judgements	R&D (<i>Peter Littlejohns</i>) Guidance centres	April 2008
14. We will improve our practice so that we	Not explicitly part of			

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formally record the conclusions of these assessments of impact on equalities, including where no impact is identified.	current practice	in July 2007.		
Functions underpinning guidance - composition of advisory bodies (section 9.4)				
15. The manuals of our guidance centres vary in how they express the need to reflect the diversity of the population on advisory bodies. In the next review of these manuals we will consider how we can achieve more consistency among centres.	Manuals and other information about involvement are unspecific.	In reviews of process manuals, guidance centres will draw on the findings of the review of methods for communicating with and involving 'hard-to-reach' groups (see recommendation 10).	Guidance centres (<i>Carole Longson, Mercia Page, Mike Kelly</i>) PPIP Communications	April 2008
16. We will make nominating organisations aware of our commitment to promoting equality and tackling discrimination and encourage them to operate within that spirit.	We encourage participation by black and minority ethnic group and disability organisations, and facilitate a range of equality-relevant inputs to advisory bodies.	We will amend standard letters of invitation to nominating organisations.	Guidance centres (<i>Carole Longson, Mercia Page, Mike Kelly</i>)	April 2007
17. We will consider the feasibility for all advisory bodies of a confidential section in application forms, similar to that for monitoring applicants for expert consideration panels, which would invite people who are nominating themselves to provide information about their ethnicity, country of birth, age, sex/gender, and whether in light of the legal definition of a disabled person and related guidance they consider themselves to be disabled.	Application forms do not request information for monitoring purposes. (They ask about support needs, but not in a monitoring context.)	We will devise a monitoring questionnaire to accompany application forms for new vacancies on advisory bodies. At forthcoming meetings of current advisory bodies we will invite members to fill in the above monitoring questionnaire.	Guidance centres (<i>Carole Longson, Mercia Page, Mike Kelly</i>) R&D	April 2007 From: April 2007
18. Once the necessary information is available, we will monitor the composition of advisory bodies in order to assess our success in recruiting disabled people and people from black and minority ethnic groups, and	Not explicitly part of current practice	We will report on this information as it becomes available in the annual equalities report.	R&D (<i>Peter Littlejohns</i>)	From: May 2007

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achieving a balance between the sexes. We will report monitoring data in our annual equalities report.				
19. We will review our policies on paying lay members of guidance committees in view of the need to achieve a representative age-mix, and arrive at a consistent approach across guidance types.	Lay members of clinical guideline development groups are offered payment.	We will analyse current practice in guidance centres and the rationale for it, the options available, with financial implications, and make recommendations for future policy on paying lay members of advisory bodies	P&R (<i>Andrea Sutcliffe</i>) PPIP	July 2007
Functions underpinning guidance – involving the public (section 9.5)				
20. We will review our strategies for encouraging responses to guidance consultations from people from minority ethnic groups and organisations representing them, and from disabled people and disability groups, looking in particular at: <ul style="list-style-type: none"> the targeting of communications about consultations the scope for improving NICE's website beyond minimum standards of accessibility the scope for additional strategies for topics where we have identified that ethnicity or disability is a factor the role of the Patient and Public Involvement Programme the responsibilities of guidance centres. 	We use a variety of methods to encourage responses from particular lay interests, including black and minority ethnic groups. These include projects to gather specific topic-related inputs. PPIP plays an important part in these efforts. NICE's website has already been improved beyond minimum standards.	In carrying out this review, we will draw on the findings of the review of methods for communicating with and involving 'hard-to-reach' groups (see recommendation 10). The Director of Communications will make proposals for an internal communications campaign aimed at promoting the use of more accessible language in guidance and related documents as a way of encouraging greater public involvement in consultations.	Communications (<i>Louise Fish</i>) PPIP Guidance centres	Nov 2007
21. We will consider how best to monitor our success in involving in consultations organisations of black and minority ethnic groups and disabled people and individual disabled people and people from black and minority ethnic groups.	There is no systematic monitoring of involvement in consultations.	We will draw up proposals for a proportionate approach to monitoring involvement in responding to consultations.	PPIP (<i>Marcia Kelson</i>) Guidance centres	Sept 2007
Functions underpinning guidance – making guidance recommendations (section 9.6)				
22. We will ensure that in the next reviews of our	The plan for updating	Drawing on the process of updating the	R&D (<i>Peter</i>)	Nov 2007

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guidance centres' manuals of methods and procedures and our guidance on social value judgements we will highlight the importance of systematic consideration of duties to promote equality and eliminate discrimination in arriving at recommendations.	our social value judgements takes account of this.	NICE's social value judgements, we will propose statements and processes for consideration in forthcoming reviews of centres' process and methods manuals.	<i>Littlejohns)</i>	
Functions underpinning guidance - research recommendations (section 9.7)				
23. We will consider how we can include relevance to race and disability equality as a factor among the criteria for prioritising research recommendations.	Not explicitly part of current practice	We will prepare proposals for amending the criteria for prioritising research recommendations.	R&D (<i>Peter Littlejohns</i>)	Nov 2007
Functions underpinning guidance – accountability (section 9.8)				
24. The directors of NICE's guidance centres are responsible for monitoring and reporting periodically to NICE's senior management team and Board on the impact of the measures described in this section to promote equality. They will review practice in their centres in relation to equality in light of this equality scheme and amend their centres' manuals at the next review if necessary. They should seek to ensure consistency of approach among centres.	Not explicitly part of current practice	We will include these responsibilities in the framework for managing the performance of directors of guidance centres.	Chief Executive Guidance centre Directors (<i>Carole Longson, Mercia Page, Mike Kelly</i>)	From: Sept 2007
25. The chairs of advisory bodies have a responsibility for ensuring that questions about impact on equality are posed at key stages and that conclusions are formally recorded, including where there is no relevant evidence. We will create a standard form to enable chairs to confirm that these matters have been considered and appropriately recorded.	Not explicitly part of current practice	We will add this responsibility to the job descriptions of chairs of advisory bodies. We will prepare a guide for chairs on their role in ensuring appropriate consideration of equality issues. To support this we will also ensure that the standard operating procedures for each centre's advisory bodies reflect the chair's responsibility and provide a standard template for minuting relevant proceedings.	R&D (<i>Peter Littlejohns</i>) Guidance centres	From: April 2007 June 2007 Sept 2007

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26. The centre director's report to NICE's Guidance Executive accompanying each piece of guidance will confirm that this standard procedure has been followed.	Not explicitly part of current practice	We will record in Guidance Executive minutes that centre directors' reports have been received.	Guidance centre Directors (<i>Carole Longson, Mercia Page, Mike Kelly</i>) Guidance Executive	From Sept 2007
27. We will assess and meet the need for induction and training of chairs and members of advisory bodies, and staff from executive level managers downwards so as to ensure effective implementation of the equality measures described in this section.	Not explicitly part of current practice	We will assess training needs in light of reviews of process and methods manuals, the update of NICE's social value judgements document, and feedback from guidance centre 'awaydays' for advisory body members.	P&R (<i>Andrea Sutcliffe</i>) R&D Guidance centres	Dec 2007
Dissemination of guidance (section 10)				
28. We will review the extent to which we ensure that: <ul style="list-style-type: none"> • our press list includes print and other media that particularly serve black and minority ethnic groups and disabled people • there is consideration of the need to highlight any impact on race equality and/or disability equality in communications about guidance • there is consideration of the need for special targeting of print and other media which particularly serve black and minority ethnic groups and/or disabled people when guidance has implications for aspects of race and/or disability equality • we monitor the impact of our communications strategy. 	<p>We disseminate through various media to the range of NICE audiences, including patients and the public.</p> <p>We support dissemination through patient and lay organisations and networks.</p> <p>Our website meets access standards.</p> <p>There are versions of guidance for patients and the public.</p>	These actions are already covered in the communications strategy set out in NICE's business plan for 2007/2008.	Communications (<i>Louise Fish</i>)	Ongoing
29. We will review our policies on the provision of patient and carer versions of guidance in	Our policy is not to routinely produce	We will prepare a paper for Senior Management Team on policies on versions	Communications (<i>Louise Fish</i>)	Dec 2007

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languages other than English and Welsh, taking account of data about uptake of the translation service and requests for written translations.	versions of guidance in languages other than English.	of guidance in languages other than English and in additional formats.		
30. We will consider whether additional formats would remove potential barriers preventing disabled people from using guidance, and the potential for involving organisations of disabled people, or which support disabled people, both as channels of communication and as potential partners in producing appropriate versions of guidance.	We provide guidance in formats such as Braille and tape on request.			
31. We will continue to encourage NHS and stakeholder organisations to translate patient versions of guidance to meet the needs of their populations or communities.	We promote free, non-commercial use by the NHS and stakeholders.	We will continue current practice.	Communications (<i>Louise Fish</i>)	Ongoing
32. We will anticipate legislation about involving patients and the public by considering how NICE might best link with the new system of local involvement networks (LINKs).	We disseminate through current NHS involvement structures.	The Patient and Public Involvement Programme is preparing for this development.	PPIP (<i>Marcia Kelson</i>)	Ongoing
Supporting implementation and monitoring impact (section 11)				
33. We will ensure that implementation tools reflect the implications for equality of guidance recommendations.	These tools reflect the guidance to be implemented.	We are reviewing our processes for developing implementation support tools, and this will be reflected in the process manual.	ID (<i>Gillian Leng</i>)	Oct 2007
34. We will consider how we can encourage people from minority ethnic groups and disabled people to volunteer for the external reference group and other standing groups, build equality monitoring into the recruitment process, and monitor the composition of these groups. We will report monitoring data in the annual equalities report.	We seek representation from a broad range of professionals.	We are reviewing all aspects of the arrangements for membership of external groups concerned with guidance implementation.	ID (<i>Gillian Leng</i>)	Sept 2007
	We do not request monitoring information from applicants to groups	We will devise a monitoring questionnaire to accompany application forms for new vacancies on external reference group and other standing groups.		June 2007

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35. We have commissioned various studies on the uptake of our guidance and we monitor other sources of data. We will explore whether there is a reliable method for periodically monitoring the equality impact of NICE guidance. If we find that there is, we will consider the most appropriate way to take forward the necessary work and publish findings in our annual equalities report.	We analyse the range of uptake information, including geographical coverage, and give open access via the NICE website to the ERNIE database.	We are exploring the feasibility of monitoring the equality impact of guidance given significant gaps in data sources about guidance uptake and taking account of cost considerations.	ID (<i>Gillian Leng</i>) R&D	Sept 2007
Procurement (section 12)				
36. We will review our procurement processes, including standard terms and conditions in contracts, against the standards recommended in the codes of practice and guidance on meeting race and disability equality duties and in guidance to the NHS from the Department of Health. We will ensure that all project managers receive training on how equality duties are reinforced in the process of contracting.	Our standard contracts reflect good practice on equal opportunities.	We will clarify priorities for review taking account of: <ul style="list-style-type: none"> contracts that are central to our guidance function, i.e. those with collaborating centres the next round of contracts to be let, i.e. with public health guidance collaborating centres other major contracts due for renewal, e.g. for IT services. 	P&R (<i>Andrea Sutcliffe</i>)	From: May 2007
37. We will consider whether we need to provide further support to contractors – for example, by providing training on the equality requirements in our guidance development processes – and how we might assess their training needs.		We will bring forward proposals for assessing contractors' support needs.		Jan 2008
38. We will monitor the performance of contracts in relation to our equality duties.		We will develop our current monitoring framework in light of these duties.		Oct 2007
Employment duties – ethnic monitoring (section 13)				
39. Within the last year NICE has opened an office in Manchester with around 60 staff. This has given us an opportunity to extend the geographical range of our recruitment.	We benchmark our performance on employment duties in relation to both	The annual equality report will present all required and otherwise relevant ethnic monitoring data. (See also action 46.)	P&R (<i>Andrea Sutcliffe</i>)	From: May 2007

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We will consider whether for future monitoring purposes we need to build in another local population benchmark – perhaps Greater Manchester – in the same way as we currently use London’s population profile as an additional point of comparison.	national and London data.			
40. We will ensure that the annual equality report continues to highlight issues for consideration raised by monitoring data and reports on action taken in light of findings from the previous year’s report.	The annual human resources report is presented to the Board and the Secretary of State for Health, and published on NICE’s website			
41. We will comply with the 2001 Order’s monitoring requirements in our 2007 equalities report, while taking account of the need to respect the confidentiality of staff.				
Employment and HR policies (section 14)				
42. We will integrate relevant tasks and goals from the Staff Survey and Human Resources Action Plan 2006 into the action plan for this equality scheme. We will ensure that they cover the training needs highlighted in section 9.8 in relation to promoting equality in the guidance development process, and in section 12 on procurement.	We are revising and standardising policies from our predecessor organisations. Staff consultation is part of our practice in policy development.	In our rolling review programme we will ensure that all current internal policies and procedures fully and appropriately reflect relevant equality considerations. We will continue to consult staff on all new and revised internal policies and procedures.	P&R (<i>Andrea Sutcliffe</i>)	Ongoing
43. We will examine whether there are changes we should make to our recruitment and selection processes – involving, for example, positive action and lawful discrimination - that might increase the number of disabled people applying for jobs at NICE.	We issue all policies and procedures with specific review dates. There is equality and diversity training for all staff.	In periodic programmed reviews of policies and procedures we will assess any adverse impacts on equality and take the necessary action to eliminate them. We will incorporate specific training about the equality scheme into the compulsory training of new staff and the refresher training of existing staff.		
44. We will commission an update to our	We are progressively	We will commission an update audit from an	P&R (<i>Andrea</i>)	Sept 2007

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disability access audit at the London office.	implementing the recommendations of an audit in 2004.	organisation with the necessary understanding and expertise in relation to access for disabled people.	<i>Sutcliffe</i>)	
45. We will take account of accessibility criteria in searching for a permanent base for our Manchester office and carry out an access audit to identify further improvements.	Accessibility is included in our property search criteria.	Our office search criteria include accessibility.	P&R (<i>Andrea Sutcliffe</i>)	Ongoing
Corporate responsibility (section 15)				
46. From 2007, we will provide the Board with an annual equality report setting out monitoring information about progress against the commitments in this action plan, including progress on human resources policies and practice. The equality report will help ensure that we are open about and accountable for the performance of our various equality and anti-discrimination duties.	We have focused on employment and HR policies rather than the range of equality duties in our annual reporting.	We will produce an annual equality report, which will incorporate what is now the annual human resources report and will thus include ethnic and other inequalities monitoring data, and information on the impact of employment and human resources policies. (See also action 39.)	R&D (<i>Peter Littlejohns</i>)	From: May 2007
47. To demonstrate our commitment to equality, we will assign responsibilities for implementation of this equality scheme to a non-executive director and an executive director of NICE's Board.	Responsibility has been assigned to two non-executive and two executive directors.	We have already taken action.	Board: <i>Helen Roberts Shah Ebrahim Andrea Sutcliffe Peter Littlejohns</i>	Completed
48. In periodic reviews of the Citizens Council's membership we will ensure that: <ul style="list-style-type: none"> • its composition reflects as far as possible the proportion of people from ethnic minority groups in the population; • it includes disabled people • there is an appropriate balance among age-groups and between the sexes. 	Recruitment criteria cover race, age gender and sexual orientation. Future recruitment to vacancies will focus on any under-represented groups.	We will consider strategies for ensuring a representative Citizens Council when we carry out our review of the Council and its role, and draw on the findings of the review to be commissioned by the Communications directorate on the range of methods for communicating with and involving 'hard-to-reach' groups (see recommendation 10).	R&D (<i>Peter Littlejohns</i>)	Jan 2008
49. We will make nominating organisations aware of our commitment to promoting equality and tackling discrimination and encourage them to meet their own statutory	There are currently several vacancies on the Partners Council.	We will amend our standard letter of invitation to include this point.	P&R (<i>Andrea Sutcliffe</i>)	April 2007

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duties by considering whether their mechanisms for recruiting potential nominees for the Partners Council are giving everyone with the necessary qualifications for the role the opportunity to put themselves forward.				
50. We will continue with our efforts to elicit nominees for the Partners Council from bodies representing black and minority ethnic groups and disabled people, including people with learning disabilities.	The PPIP encourages nominations from equality-related organisations.	We will draw on the findings of the review to be commissioned by the Communications directorate on the range of methods for communicating with and involving 'hard-to-reach' groups (see recommendation 10).	PPIP (<i>Marcia Kelson</i>)	Ongoing
51. We will monitor the composition of the Partners Council and report on it in our annual equality report.	Not explicitly part of current practice	At a forthcoming meeting of the Partners Council we will invite members to fill in a monitoring questionnaire.	P&R (<i>Andrea Sutcliffe</i>)	From: May 2007
Cross-organisational functions (section 16)				
52. We will consider with the PPIP whether there should be any enhancements to its capacity or changes to its role so that it can better help other parts of the organisation – particularly NICE's guidance centres - to maximise NICE's equality impact.	PPIP plays a major part in many equality actions highlighted in this scheme.	We will assess the support needs for implementing the equality scheme.	P&R (<i>Andrea Sutcliffe</i>)	Sept 2007

Key

Communications – Communications Programme

Guidance centres – Centre for Health Technology Evaluation (CHTE), Centre for Clinical Practice (CCP), Centre for Public Health Excellence (CPHE)

IS – Information Services (part of the Clinical and Public Health Directorate)

ID – Implementation Directorate

P&R – Planning and Resources Directorate

PPIP – Patient and Public Involvement Programme

R&D – Research and Development (part of the Clinical and Public Health Directorate)