

Appendix 2

Cambridgeshire and Peterborough Clinical Commissioning Group Equality and Diversity Improvement Plan 2018/19

Key Areas	EDS Outcome	Action	Evidence	Milestones	Lead	Progress
EDS2 Goal 1: Better health outcomes for all						
CCG Equality Objective 1: To achieve improvements in patient health, public health and patient safety for all, based on comprehensive evidence of needs and results						
	Individual people's health needs are assessed and met in appropriate and effective ways	Collect and analyse detailed data to compare with existing baseline data for protected characteristic (PC) groups.	Work with Project Leads to ensure that Joint Strategic Needs Assessment (JSNA) and Equalities Data are taken into consideration when initiating a project. Check HIIA are carried out and plans are in place to mitigate any adverse impact.	Ongoing for every project	CCG Programme and Project Leads.	Health Inequalities Impact Assessments (HIIA)
		Ensure equality standards are embedded into partnership including the	Work with Contract Managers to	Quarterly review	Contract Managers, Service Providers	Wheelchair Mobilisation, E&D was taken

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		System Transformation Plan (STP), Commissioning and procurement processes to ensure tenders/ specifications for new business include consideration of the protected groups.	ensure the NHS Standard Contract Section 13 is embedded into the Tendering process and Service Specifications. Get feedback from Contract Managers, Commissioning Officers and Service Providers			into consideration and was integrated into the commissioning process.
		Ensure EDS2 is embedded within the Quality, Innovation, and Productivity and Prevention (QIPP) plans and core performance system	Work with managers implementing QIPP delivery Ensure EIAs have been conducted and adverse impact has been taken into consideration from the outset.	Quarterly review	Programme/ Project Managers, Governing Body	Equality Impact Assessments (EIAs)

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		EDS2 is embedded within the organisation's policies and procedures.	Support managers in conducting EIAs on all policies	Quarterly review	Managers/ Policy Owners	EIAs
Ensuring delivery of robust engagement and communications plans to support delivery	Changes across services for individual patients are discussed with them, and transitions are made smoothly	Ensure consultation materials are made available in different languages and /or provide interpretation services to support communities to have their say.	Communications and Engagement Strategy	Ongoing	Head of Communications and Public Engagement Governing Body	Translation Interpretation upon request. Browse Aloud Invitation to engage via CCG's website.
		Ensure Engagement Strategy is in place for projects to consult with different community groups, particularly Protected Characteristics (PC) groups, and that they can have the opportunity to have their say on proposed changes.	Get feedback on engagement activities from Communication team and project leads.	Quarterly review	Programme and Project Managers; Communications Team	Local patient forum Healthwatch
		Engagement team to identify hard to reach communities and develop and implement a tailored engagement working with key stakeholders	Get feedback from Communications and Engagement team on engagement activities with	Review quarterly	Programme and Project Managers; Communications Team	

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			hard to reach groups.			
		Determine, during the evaluation of programmes, the extent to which these programmes have made a difference to the provisions of services and health outcomes for the PC groups.	Analysis of Patients Feedback and surveys; Feedback from Patient Experience Team and CCG website.	Quarterly review	Programme and Project Managers; Engagement Team; Patient Experience Team.	Feedback form in community languages Information gained from engagement activities helped to form the LUCS Model.
EDS2 Goal 2: Improved patient access and experience						
CCG Equality Objective 2: To improve accessibility and information, and deliver the right services that are targeted, useful, useable and used in order to improve patient experience.						
Improve Accessibility and patient experience to eliminate health inequalities	Patients are informed and supported to be as involved as they wish to be in their diagnoses and decisions about their care, and to exercise choice about treatments and places of treatment.	People are informed and supported to be as involved as they wish to be in decisions about their care.	Implementation of the Accessible Information Standard Consultation during Service redesigned through EIAS	Ongoing and Review quarterly	Head of Communications and Engagement; Project/ Programme Managers Service Providers	Patient Involvement Implementation of the Accessible Information Standard

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		Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds	Complaints and feedback report from partners on the provision of translation/Interpretation Services, Sign Language, Wheelchair access and reasonable adjustments	Ongoing and quarterly review	Service Providers	Feedback report from Service Providers Rag rating events held by the Hospital Trusts
		Access to information must be provided in different formats for people with linguistic and non-verbal needs, e.g. large print, braille, easy read monitoring and access of relevant materials	Feedback from Engagement team on the format used to communicate with people with specific requirements. Promotional literature; Patient satisfaction surveys; Progress report From Service Providers E&D Leads	Ongoing and quarterly report from key providers	Programme and Project Managers; Service providers	Alternative formats available upon request.

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EDS2 Goal 3: Empowered, engaged and well-supported staff						
CCG Equality Objective 3: To ensure staff report positive experiences of their membership of the workforce						
Delivering national must dos and service priorities set out in the National Planning Guidance	Workforce development Through support, training personal development and performance appraisal, staff are confident and competent to do their work.	Engage and communicate with staff to support delivery of improvement plan with the aim of improving quality, outcomes, effectiveness and efficiency for our patients	Staff Survey; Staff Appraisals; Staff focus groups	March 2019	Associate Director of Corporate Affairs (OD&HR)	Staff conversations Staff Surveys Investors in People (IIP) award
		Deliver E&D training for staff aiming for 95% of the workforce through delivery of Corporate Induction and completion of E-learning. Bespoke training as and when required to cover other areas of E&D including EIAs, bullying and harassment, E&D in recruitment, and selection and workforce equality monitoring.	Staff Survey; Staff Appraisal and staff focus group; Recording of mandatory to ensure the target of 95% completion rate.	March 2019	OD and HR (E&D)	88% of CCG have completed the E&D e-earning programme. E&D is integrated in the Induction programme. Posters on Bullying and Harassment are displayed at the CCG offices.
		Encourage learning and development opportunities through Individual learning	Through staff Training records to ensure staff with Protected	Review annually; March 2019	OD&HR	Learning and Development opportunities are accessible to all

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		accounts accessible to all staff.	Characteristics are applying and benefiting from their Individual Learning Accounts (ILA). Any underrepresentation of the workforce accessing training must be acted upon.			staff and monitored by the Protected Characteristics.
		Promote and allow staff to participate in the following Equality and Diversity Leadership programmes: <ul style="list-style-type: none"> • Ready Now programme • Stepping Up • Ethical Mentoring 	Through these programmes staff will be better equipped for progression in their career.	March 2019	OD & HR	Two members of staff have participated in the Ready Now programme and the Stepping Up programmes respectively.
		Establish a Staff Diversity Group to support the Equality Agenda including the Workforce Race Equality Standard and the Workforce Disability Equality Standard	Staff Diversity Group to include staff from all Protected Characteristics to promote E&D	March 2019 and review quarterly	OD & HR (E&D)	Established a BME Focus Group. Health and Wellbeing Champions

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			internally and externally; BME wider Network			promote good health and Wellbeing and encourage staff to participate in the various health and wellbeing activities
		In line with WDES encourage staff to declare disability.	Will liaise with HR to improve recording of workforce equality data	March 2019	OD & HR	Will encourage staff to self - declare through ESR
		Ensure commissioned acute providers services are compliant with the WRES and WDES in line with contractual agreements/quality schedule	Deliver development training to CCG staff on Equality on Procurement to ensure services commissioned appropriately. Providers' report Quality Dashboard	Two sessions by December 2018	OD & HR (E&D)	EIAs Service providers report Quality dashboard
	Health and Wellbeing	Respect and Dignity Policy	Raise awareness of the policies,	Ongoing	HR	Reviewed Corporate

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	Staff are free from abuse, harassment, bullying, violence from both patients and their relatives and colleagues, with redress being open and fair to all		Publish Mindful Employer Charter, Raise awareness of mentoring		Health and Wellbeing Forum	Induction Programme to include Values, Behaviours and Expectations
		Health and Safety Policy	Reasonable adjustments, mentoring, occupational health, counselling and activities. (anonymised)	Ongoing	HR Health and Wellbeing Forum	Mandatory training and Part of Corporate Induction
		E&D Policy	E&D Training	Ongoing	OD&HR (ED)	Online training Integrated in the induction programme and Equality Impact Assessment process is in place.
EDS2 Goal 4: Inclusive leadership at all levels						
CCG Equality Objective 4: To ensure that papers that come before the Board and other major Committees identify equality-related impacts including risks and say how these risks are to be managed.						
Ensuring robust governance	Boards and senior leaders conduct and plan	The Governing Body and the CCG receive Equality	Deliver E&D training session	October 2019	OD& HR (ED) EDSG	Equality Impact Assessment and

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arrangements are in place to ensure the CCG delivers its statutory duties	their business so that equality is advanced, and good relations fostered, within their organisations and beyond	and Diversity training to ensure that they are fully engaged with the EDS2 framework and able to lead and to challenge plans and decisions in respect of PC groups' interests.	to the Governing Body to raise awareness of EDS2, WRES, AIS and other E&D related matters			Health Inequality Impact Assessment processes are in place to ensure E&D is taken into considerations when developing and reviewing policies and projects.
	Middle managers and other line managers support and motivate their staff to work in culturally competent ways within a work environment free from discrimination	Middle managers and other line managers encouraged to support and motivate their staff to work in culturally competent ways within a work environment free from discrimination	Feedback from HR on attendance of Managers' briefing sessions. Feedback from HR to ensure E&D is embedded in recruitment and selection. Analyse Staff survey results and take action to address issues.	Quarterly review	OD & HR (ED) ED SG	Managers ensure that their staff have completed the Equality and Diversity Training. And that they are aware of the Dignity and Respect policy. Recruitment and Selection Training is in place for managers and recruiting officers.

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		Managers to cascade and communicate EDS2 requirements to teams.	Liaise with Heads of departments to ensure their team are up to date with the EDS2 and the Public Sector Equality Duty.	Review quarterly	EDSG OD & HR (ED) Managers Briefings	Reviewed the EDSG membership and refreshed the ED Terms of Reference for better engagement and accountability.
		Managers to assess staff competency through individual performance process and key skills framework	Check Performance Appraisal for any issues raised by staff	Annually	HR and Line Managers	Appraisal process is in place.