



Cambridgeshire and
Peterborough
Clinical Commissioning Group

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Clinical Commissioning Group (CCG)

EQUALITY and DIVERSITY STRATEGY 2021 – 2022

Equality and Diversity Strategy

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1.0 PURPOSE

This strategy sets out how the CCG will meet the equality duties, as set out in the Equality Act 2010. This strategy has been developed not only to meet our statutory duties, but to achieve our aims to embed the principles of the Equality Act 2010 throughout the CCG and to ensure compliance with the Public Sector Equality Duty.

2.0 OUR LOCAL POPULATION

The Cambridgeshire and Peterborough Clinical commissioning Group is a membership organisation. We are one of the largest CCGs in England, by patient population. We have 85 GP practices as members, which cover all GP practices in Cambridgeshire and Peterborough, as well as two practices in North Hertfordshire (Royston) and two in Northamptonshire (Oundle and Wansford).

We have a patient population of over a million which is diverse, ageing and has significant inequalities. We manage a budget of around £1.3 billion to spend on healthcare for the whole population of this area, which is just over £1,125 per person.

The CCG must work within a local budget from the NHS for local health services and work closely with other NHS colleagues and local authorities to ensure local people are receiving the best possible care.

The Joint Strategic Needs Assessment (JSNA) data set (2019), revised and published in March 2019 of each area and census 2011 outline the demographics for our local population and highlight areas of inequality that may have an impact on health outcomes and access to services. This helps to provide a context within which the CCG can begin to develop priorities in commissioning services according to local needs.

3.0 OUR VISION, VALUES AND OBJECTIVES

Vision

Cambridgeshire and Peterborough CCG will work in partnership to improve quality of care, to develop healthy communities through change and innovation, making wise decisions about how we use the resources available to us.

Values

We are committed to being:

- Organised
- Honest
- Decisive
- Innovative
- Ambitious
- Compassionate

CCG Objectives

- Ensure everyone has the opportunity to improve their health and wellbeing.
- Level-up health and care provision to ensure our communities in areas of high deprivation and need get the resources needed to minimise inequalities.
- Focus time and resources on areas where people receive most of their health and care services in the community.
- Facilitate organisations to join forces at 'place' and offer 'patient first' well-coordinated efficient services to those who need them.
- Deliver our statutory financial commitments as best as possible.

4.0 EQUALITY DELIVERY SYSTEM

In order to meet the legal requirements of the Public Sector Equality Duty (PSED), the Equality Delivery Systems (EDS) was developed by the NHS Equality and Diversity Council. This was established in 2009 to support NHS commissioners and providers to deliver better outcomes for patients and communities and better working environments for staff, which are personal, fair and diverse. The EDS is designed to help all staff and NHS organisations to understand how equality can drive improvements and strengthen the accountability of services to patients and the public.

5.0 HOW WE WILL MEET OUR LEGAL AND REGULATORY REQUIREMENTS

The CCG is currently transitioning into Integrated Care Systems (ICS) and have developed a consistent operating model to provide high quality integrated services, delivered as closely to residents as possible.

The CCG, like the whole NHS, is currently dealing with the COVID-19 National Emergency. Throughout the incident, the CCG has worked hard to maintain high standards of corporate governance. In line with our Business Continuity Plan, we have reviewed our Critical Functions to ensure that our statutory obligations are maintained, and a Business Continuity Tactical Operational Cell within our Incident Response has continued to ensure that resources are maintained to deliver our corporate governance function. Decision-making has been maintained within our Standing Orders, Standing Financial Instructions and the Scheme of Delegation.

In light of our vision and the legal and regulatory duties to ensure we meet the needs of our local population and our staff, our aspirations over the next three years are to:

- i. Build strong links with all in our populations with protected characteristics and ensure their input is evident in our commissioning of services and public consultation.
- ii. Achieve a reduction in health inequality in our more vulnerable wards
- iii. Embed the EDS and E&D performance indicators throughout the organisation with evidence of good performance

- iv Move our organisation to 'good' by, achieving financial control and demonstrating good governance across all our decision-making.

Year on year, progress will be made to achieve the longer terms objectives through the development and refresh of annual equality objectives supported by close monitoring. The equality objectives for 2021/22 are outlined below.

6.0 EQUALITY OBJECTIVES 2021/22

At the heart of the EDS is a set of 18 outcomes grouped into four goals known as the EDS Outcomes Framework. These outcomes focus on the issues of most concern to patients, carers, communities, NHS staff and Boards.

The four EDS goals are:

1. Better health outcomes for all
2. Improved patient access and experience
3. Empowered, engaged and included staff.
4. Inclusive leadership at all levels

The CCG's Equality objectives are based around the four goals of the EDS goals and outcomes. The CCG's Equality Improvement Plan and include a set of outcomes to fulfil the requirements of the four goals.

The CCG Equality objectives are.

1. To achieve improvements in patient health, and patient safety for all, based on comprehensive evidence of needs and results
2. To improve accessibility and information and deliver the right services that are targeted, useable and used to improve patient experience
- 3 To ensure our HR Processes actively support best practice in people management to include values-based recruitment; freedom from abuse, bullying and harassment, actively supporting wellbeing and ensuring fair and equitable treatment for all CCG staff
4. To ensure that equality is everyone's business, and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions.

7.0 EQUALITY AND DIVERSITY WORK ASSURANCE – OUR GOVERNANCE

Our governance structures are designed to assure the CCG Governing Body that all decisions we take have due regard to improving patient outcomes and to the regulations which govern NHS organisations. Our Governing Body is fully aware of its responsibility for recognising any equality and diversity related business risks and ensuring that they are effectively managed. The CCG's Equality Impact Assessment process ensures all

our plans are robust and issues in the Equality impact summary are scrutinised by members of the Governing Body.

The Equality and Diversity Steering Group develops and implements the CCG's strategy for equality and diversity, as well as oversees compliance against statutory duties and regulations. The Executive Lead Officer for E&D ensures that the Chief Officers Team and the Governing Body are kept apprised of progress and developments. The Steering Group also approve CCG Equality and Diversity Objectives and the Action Plan that sets out the planes for further development and improvement in a number of key areas.

8.0 PLANNING AND COMMISSIONING SERVICES

We will ensure that **SC13** (*Equality of Access, Equality and Non-Discrimination*) of the NHS Standard Contract is taken into consideration and forms part of our planning and commissioning of services to ensure that we achieve all our performance targets under the NHS Constitution and to deliver the outcomes our patients deserve.

Conducting equality impact assessments (EIAs) and health Inequality impact assessments (HIAs) and acting on the evidence or outcomes will ensure the CCG retains a robust, fair and compliant process towards commissioning principles, procedures and service delivery. EIAs and HIAs will be part of our core business as seen in assessments for business cases, and policies. We will strengthen the EIA and HIA process to ensure it is user friendly, fit for purpose and robust.

Finally, we will hold our provider organisations to account through the contract and clinical quality review process using performance indicators around equality and diversity, and monitoring the extent to which they have implemented the principles of equality and diversity into their organisation e.g. through evidence from training and board papers. We will expect those commissioning services on our behalf to implement a similar robust process as part of their own contract compliance process.

9.0 EMBEDDING EQUALITY AND DIVERSITY INTO OUR BUSINESS

Ensuring equality and diversity is embedded in the core business of each Directorate is key to success.

The CCG will take further action to ensure that this message is understood; and that it is embedded in every aspect of people management system at all levels, through meaningful and measurable criteria in staff personal objectives, appraisal systems and competency frameworks.

Managers and their staff have personal responsibility for challenging discrimination and unacceptable behaviour. All staff will receive relevant training to ensure they understand that they must behave in ways which promote a culture of inclusion and equality for all. Line Managers will monitor this through staff performance against meaningful and

measurable personal objectives at appraisal. Key Performance Indicators will help us measure progress and development over time.

A robust system of measurement and evaluation, both at corporate and departmental level, will provide assurance that action plans and the Equality and Diversity Improvement Plan are effective. We will continue to monitor progress against targets set at corporate level publicly, through the collection and publication of data on an annual basis. We will continue to work to improve data quality, collection and coverage.

10.0 RATIFICATION AND REVIEW

This Strategy will be subject to consultation with members of E&D Diversity Steering Group, Remuneration Committee, Chief Officers Team, Integrated Performance and Assurance Committee and key external stakeholders such as the Local Authority, Health Watch NHS E&D Leads, Patient Reference Group.

This strategy will be reviewed on an annual basis to ensure that it remains 'fit for purpose' and takes account of any changes, health outcomes and consultation.

Approved by: E&D Steering Group
Endorsed by: Chief Officers Team
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