

Cambridgeshire and Peterborough Clinical Commissioning
Group (CCG)

EQUALITY & DIVERSITY POLICY 2021-2022

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1 INTRODUCTION

This document is the policy of NHS Cambridgeshire & Peterborough Clinical Commissioning Group (C&P CCG) for ensuring compliance with all of their statutory obligations around equality and diversity (in particular the Equality Act 2010) in respect of their duties as employers and as commissioners of NHS services.

This policy should be considered alongside the CCG's Equality & Diversity Strategy.

2 PURPOSE

All NHS organisations have a statutory duty to comply with the Equality Act 2010 (particularly the Public Sector Equality Duty in section 149), ensuring that commissioning, service provision and workplaces provide equality of opportunity and fair treatment for all.

This policy provides a framework for the CCG to ensure compliance with the Equality Act 2010 and associated guidance from the Equalities and Human Rights Commission and the Government Equalities Office.

3 DEFINITIONS

3.1 Protected Characteristics – these are the characteristics which are afforded explicit protection from discrimination under the Equality Act 2010. The characteristics are:

- Age
- Disability
- Gender
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation

Human rights legislation is also considered when undertaking Equality Impact Assessments (see below).

Although socioeconomic status is no longer a protected characteristic within the Equality Act 2010, it is good practice to have regard for this dimension of equality when conducting Equality Impact Assessments.

3.2 Equality target groups – people exhibiting one or more of the protected characteristics.

3.3 Direct Discrimination – this occurs when a person or group is treated less favourably than others are or would be treated in the same or similar circumstances.

3.4 Indirect Discrimination – this occurs when an apparently neutral provision or criteria has an adverse impact on someone due to their having one or more of the protected characteristics. It is possible to justify indirect discrimination, but this has to be done on sound, objective grounds, having shown that all possible measures have been taken to lessen the discriminatory effect.

3.5 Public Sector Equality Duty (PSED) - public authorities (including NHS organisations) must, in the exercise of their functions, have due regard to the need to:

- eliminate discrimination, harassment and victimisation or any other conduct prohibited by the Equality Act 2010 in relation to the protected characteristics
- advance equality of opportunity between all persons; and
- foster good relations between groups of people sharing a protected characteristic and those that do not.

Under the specific duties of the PSED, CCGs are required to publish in a manner that is accessible to the public:

1) Information to demonstrate its compliance with the PSED at least annually. This information must include, in particular, information relating to people who share a protected characteristic who are:

- its employees
- people affected by its policies and procedures (in other words, the population of Cambridgeshire and Peterborough for whom the CCG commissions services).

2) Equality objectives at least every four years. All such objectives should be specific and measurable.

3.6 Equality Delivery System (EDS) - EDS was designed by the NHS Equality & Diversity Council. The purpose of the EDS is to drive up equality performance and embed equality into mainstream NHS business. A refreshed EDS2 was introduced in November 2013 to encourage local adaptation with a focus on local issues. It has been designed to help NHS organisations to meet:

- the requirements of the Public Sector Equality Duty
- equality aspects of the NHS Constitution
- equality aspects of the NHS Outcomes Framework
- equality aspects of CQC's Essential Standards

EDS covers the 9 protected characteristics and has four goals: better health outcomes for all; improved patient access and experience; empowered, engaged and well-supported staff; and inclusive leadership at all levels.

3.7 Equality Impact Assessment (EIA) – this process is designed to enable managers to identify the impact, both positive and negative, which a proposed policy, commissioning activity, service redesign or other function might have upon any of the equality target groups. In the light of the EIA, managers can make changes which aim to maximise potential benefits and mitigate the negative impacts for the target groups.

4 ROLES AND RESPONSIBILITIES

4.1 Corporate Responsibilities

The CCG Governing Body has overall corporate responsibility for ensuring that the CCG complies with its legal and ethical obligations with regard to equality and diversity in its dealings with staff, patients and the public and other stakeholders.

4.2 Governing Body Members

The Governing Body Members are responsible for ensuring there is sufficient scrutiny of the CCG's assurance mechanisms for compliance with the Equality Act 2010, EDS and associated good practice guidance.

4.3 Chief Officer (Accountable Officer)

This senior post holder acts as the Accountable Officer for equality and diversity for the CCG.

4.4 Director of Strategy and Planning

This post holder is the executive lead for equality & diversity within the CCG.

4.5 Equality and Diversity Steering Group

The Equality and Diversity Steering Group (EDSG) is responsible for advice, support, promote and encourage good practice and monitor the development, implementation and evaluation of all Equality and Diversity issues, to ensure that Board commitments and priorities in these areas are fulfilled.

The EDSG have a performance management role in holding directorates to account for the achievement of their equality and diversity responsibilities, including ensuring that equality and diversity is embedded in systems, processes and services.

Day-to-day responsibility for equality and diversity matters rests within the directorates and a nominated lead from within each directorate is accountable for delivery of directorate responsibilities, via membership of the EDSG.

4.6 Managers

CCG Managers are responsible for ensuring the practical application of this policy and for the incorporation of its principles into all other CCG policies and procedures.

Managers should be aware that they will be expected to positively promote high equality standards in line with the requirements of the Act.

Managers and other employees in supervisory positions, have a particular duty to ensure that discrimination or any other breaches of this Policy, do not occur in any directorates/departments or areas of work for which they are responsible and to give positive support to any measures which will promote equality, inclusion and human rights.

Additional responsibilities include:

- Ensuring that their employees have undertaken the appropriate mandatory equality and diversity training including unconscious bias training and if involved with recruitment and selection, to enable them to be involved in that process.
- Ensuring that those who report to the manager, but are not employed by the CCG, e.g. clinical leads, volunteers and providers of goods and/or services, take responsibility for their behaviour and conduct in the workplace and to make them aware of the practical application of this Policy and the CCG's values.
- Assisting with the monitoring of compliance within their area of responsibility in respect of the CCG's equality objectives and the CCG's Capability Policy.
- Ensuring that Equality Impact Assessment is conducted at an early stage and at key stages of developing policies, commissioning cases and service redesign initiatives.
- Ensuring that any allegations of discriminatory behaviour or practices are correctly investigated, and appropriate action taken. This may involve the use of the CCG's Dignity at Work Policy, Grievance Policy, Freedom to Speak Up (Whistleblowing) Policy, Recruitment and Selection Policy or the Code of Conduct and Capability Policy.
- Ensuring that interview panels and appeal panels are representative of CCG's workforce.
- Ensuring access to training and development.

4.7 Responsibility of Staff

Good employee relations and practices depend on employees' attitudes and activities at work. In particular individual employees:

- Have a personal responsibility for the application of this Policy on a day-to-day basis. This means they should not undertake any acts of discriminatory practice in the course of their employment.
- Should positively promote high equality standards in the course of their employment wherever possible.
- Have a responsibility to bring any potentially discriminatory practice to the attention of their Line Manager, the Human Resources Department, or relevant Trade Union/Professional Associations.

4.8 NHS England East

NHS England will monitor the compliance of the CCG against legislative requirements and established good practice with regard to equality & diversity on an ongoing basis and as part of their formal annual assessment of CCG performance.

5 POLICY PROCEDURAL REQUIREMENTS

5.1 Promoting a culture of equality and diversity

In order to develop and nurture an organisational culture which values Equality

& Diversity as an integral part of its full range of activities as a commissioner, and an employer, the CCG has adopted and implemented the following processes:

5.2 Equality Impact Assessments /Equality Analysis

Equality impact assessments will be conducted on all policies, service redesign or other functions, both in the initial stages of the piece of work and again as significant developments occur. EIAs will be conducted using the EIA Guidance and template approved as part of this policy. The outcomes of all EIAs will be reported to the Equality and Diversity Steering Group and will be made available on the CCG's website through the E&D Annual Report.

5.3 Access to Interpreting and Translation

The CCG will, upon request, provide written translations of its corporate publications such as consultation documents and annual reports. Publications will also be made available in Braille, easy read or audio formats upon request.

The CCG will provide interpreting and/or written translation as appropriate during or following public meetings such as consultations around proposed service changes that affect particular groups of people with protected characteristics.

5.4 Reasonable Adjustment

Where any workplace practice or feature of the premises puts a disabled worker at a disadvantage, the CCG will make all adjustments which are reasonable to remove that disadvantage.

5.5 Equality and Diversity Training

The CCG provides training to promote a culture of equality and diversity in the following ways:

- General values and behaviours awareness session as part of the induction programme for all staff upon appointment
- General equality, diversity and human rights e-learning programme for all staff
- Unconscious bias awareness e-learning programme
- Equality Impact Assessment Training for managers.

5.6 Recruitment, Selection and Promotion

The CCG's Recruitment and Selection Policy details the organisation's mechanisms for ensuring that existing and potential employees have equal access to opportunities for recruitment and development and progression. The CCG commits to regularly track the impact of its recruitment and selection processes to improve the diversity of its workforce.

6 MONITORING COMPLIANCE

The Equality and Diversity Adviser has overall responsibility for monitoring the implementation of this policy and the associated equality improvement plan in the CCG. The operational performance of the CCG in the delivery of their equality and

diversity obligations will be monitored by the E&D Steering Group. The Steering Group and subsequently the Governing Body will receive an equality and diversity annual report for comments and approval. The annual report will be published in line with the requirement of the Public Service Equality Duty (PSED).

ASSOCIATED DOCUMENTATION

Appendix 1 Equality Impact Assessment.

Appendix 2 E&D Steering Group Terms of Reference.

Equality Impact Assessment

1 Introduction

An Equality Impact Assessment (EIA) is a careful examination of a proposed policy, strategy, service or function to see if it could affect some groups unfavourably, especially minority groups who may experience inequality, discrimination, social exclusion or disadvantage. It applies equally to internal and external policy, strategy, functions and services.

The Equality Act 2010 provides a framework to ensure that unlawful discrimination is eliminated, and equality of opportunity promoted. To date the law has required equality impact assessments to be undertaken in relation to race, disability and gender. For best practice C&P CCG requires Equality Impact Assessments to cover all aspects of equality known as protected characteristics, including age, reassignment, marriage and civil partnership, pregnancy and maternity, religion and belief, sex/gender and sexual orientation.

2 Purpose and Scope of EIA

The purpose of the EIA is to examine the extent to which a policy, strategy including strategic decisions, service or function may impact, either negatively or positively, on any groups of the community and, where appropriate, recommend alternative measures to ensure equal access to services and opportunities.

Undertaking an EIA enables us to consider the impact of each current and proposed service, policy, procedure or function, not only with regard to race/ethnicity, disability and gender, but also in relation to religion and belief, sexual orientation, age and human rights. It is designed to ensure that 'due regard' is given to equality in relation to the services that we commission and where appropriate deliver and the manner in which we recruit, train and develop our staff.

EIAs are used to help us to comply with the public sector Equality Duty (part of the Equality Act 2010). We publish the results of our assessments in order to demonstrate to our patients, public and other stakeholders that we are paying due regard to this duty.

EIAs will be carried out:

- When developing new policies, strategies, services and functions.
- When reviewing existing policies, strategies, services and functions.

3 Undertaking the Equality Impact Assessment

The individual or group responsible for work being undertaken should use the following steps:

Step 1 Identify the purpose/aim of the policy, strategy, function or service.

Step 2 Gather information and data that is already available.

Step 3 Make an assessment of the impact or effects on different groups.

Step 4 Consider whether there is anything that can be done to mitigate against or remove any adverse impact or effects, or to further promote equality.

Step 5 Consult those affected.

Step 6 Make a decision on whether or not to go ahead.

Step 7 Plan how the implementation of the policy, strategy, function or service will be monitored.

Step 8 Complete an EIA form.

Step 9 Send completed EIAs to E&D Advisor to be registered onto the EIA Log.

Any queries regarding the EIA the E&D Advisor will advise as necessary.

Step 10 All registered EIAs outcomes are reported to the E&D Steering Group by the E&D Advisor. The EIA Log is updated and ready to be published on the C&P CCG website

5. References and acknowledgements

Equalities Act 2010 and Guidance

<http://www.equalityhumanrights.com/legal-and-policy/equality-act/>

Equality Impact Assessment Form

Name of Proposal (policy/strategy/function/service being assessed)	
Those involved in assessment:	
Is this a new proposal?	
Date of Initial Screening:	

What are the aims, objectives?	
Who will benefit?	
Who are the main stakeholders?	
What are the desired outcomes?	
What factors could detract from the desired outcomes?	
What factors could contribute to the desired outcomes?	
Who is responsible?	
Have you consulted on the proposal? If so with whom? If not why not?	

Which protected characteristics could be affected and be disadvantaged by this proposal (Please tick)		Yes	No
Age	<u>Consider:</u> Elderly, or young people		
Disability	<u>Consider:</u> Physical, visual, aural impairment, Mental or learning difficulties		
Gender Reassignment	<u>Consider:</u> Transsexual people who propose to, are doing or have		

	undergone a process of having their sex reassigned		
Marriage and Civil Partnership	<u>Consider:</u> Impact relevant to employment and /or_training		
Pregnancy and maternity	<u>Consider:</u> Pregnancy related matter/illness or maternity leave related mater		
Race	<u>Consider:</u> Language and cultural factors, include Gypsy and Travellers group		
Religion and Belief	<u>Consider:</u> Practices of worship, religious or cultural observance, include non-belief		
Sex	<u>Consider:</u> Male and Female		
Gender	<u>Consider:</u> Gender Identity		
Sexual Orientation	<u>Consider:</u> Know or perceived orientation		

What information and evidence do you have about the groups that you have selected above?

Consider: Demographic data, performance information, recommendations of internal and external inspections and audits, complaints information, JNSA, ethnicity data, audits, service user data, GP registrations, CHD, Diabetes registers and public engagement/consultation results etc.

How might your proposal impact on the groups identified? For example you may wish to consider what impact it may have on our stated goals: Improving Access, Promoting Healthy Lifestyles, Reducing Health Inequalities, Supporting Vulnerable People

Examples of impact re given below:

- a) Moving a GP practice, which may have an impact on people with limited mobility/access to transport etc.

- b) Planning to extend access to contraceptive services in primary care without considering how their services may be accessed by lesbian, gay, bi-sexual and transgender people.
- c) Closure or redesign of a service that is used by people who may not have English as a first language and may be excluded from normal communication routes.

Please list the positive and negative impacts you have identified in the summary table on the following page.

Summary	
Positive impacts (note the groups affected)	Negative impacts (note the groups affected)

Summarise the negative impacts for each group:

What consultation has taken place or is planned with each of the identified groups?

What was the outcome of the consultation undertaken?

What changes or actions do you propose to make or take as a result of research and/or consultation?

Briefly describe the actions then please insert actions to be taken on to the given Improvement Plan template provided.

	Please State Yes or No
Will the planned changes to the proposal:	
Lower the negative impact?	

Ensure that the negative impact is legal under anti-discriminatory law?	
Provide an opportunity to promote equality, equal opportunity and improve relations i.e. a positive impact?	

Taking into account the views of the groups consulted and the available evidence, please clearly state the risks associated with the proposal, weighed against the benefits.

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What monitoring/evaluation/review systems have been put in place?

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When will it be reviewed?

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Date completed:	
Signature:	
Approved by:	
Date approved:	

Please refer to Improvement Plan template to take forward actions identified.

Equality Impact Assessment Improvement Plan – *name of proposal*

Area of Negative Impact	Changes Proposed	Name of Lead	Timescale	Resource Implication	Comments

Date:

Lead:

Equality Impact Assessment

Name of Proposal (policy/strategy/function/service being assessed)	Equality and Diversity Policy
Those involved in assessment:	Corporate Services Support Manager (E&D) E&D Steering Group
Is this a new proposal?	Review of existing policy
Date of completion:	June 2021

What are the aims, objectives?	To ensure that commissioning, service provision and workplaces provide equality of opportunity and fair treatment for all. To ensure that the CCG comply with the Public Sector Equality Duty and associated guidance from the NHS England, the Equalities and Human Rights Commission and the Government Equalities Office.
Who will benefit?	CCG staff, partner organisations (where applicable), public, patients and member practices.
Who are the main stakeholders?	CCG managers and staff (and other providers and partners where applicable) and service users.
What are the desired outcomes?	To eliminate discrimination, harassment and victimisation or any other conduct prohibited by the Equality Act 2010 in relation to the protected characteristics. To advance equality of opportunity between all persons; and To foster good relations between groups of people sharing a protected characteristic and those that do not.
What factors could detract from the desired outcomes?	Lack of commitment, lack of resources and willingness to support the implementation of the Equality and Diversity policy and practices.

What factors could contribute to the desired outcomes?	Support and training for all staff to understand the benefits of E&D as well as the negative impact of non - compliance. A consistent approach to ensure E&D is taken into consideration and embedded in all aspects of planning, commissioning and delivery of services and employment practices within the organisation.
Who is responsible?	Governing Bodies, Managers, CCG Staff and Service providers
Have you consulted on the proposal? If so with whom? If not, why not?	Equality and Diversity Steering Group

Which protected characteristics could be affected and be disadvantaged by this proposal (Please tick)		Yes	No
Age	<u>Consider:</u> Elderly, or young people		√
Disability	<u>Consider:</u> Physical, visual, aural impairment Mental or learning difficulties		√
Gender Reassignment	<u>Consider:</u> Transsexual people who propose to, are doing or have undergone a process of having their sex reassigned		√
Marriage and Civil Partnership	<u>Consider:</u> Impact relevant to employment and /or_training		√
Pregnancy and maternity	<u>Consider:</u> Pregnancy related matter/illness or maternity leave related mater		√
Race	<u>Consider:</u> Language and cultural factors, include Gypsy and Travellers group		√
Religion and Belief	<u>Consider:</u> Practices of worship, religious or cultural observance, include non-belief		√
Sex	<u>Consider:</u> Male and Female		√

Gender	<u>Consider:</u> Gender Identity		√
Sexual Orientation	<u>Consider:</u> Know or perceived orientation		√

What information and evidence do you have about the groups that you have selected above?

Demographic data, JNSA, ethnicity data, staff data, and public engagement, staff engagement and survey results.

Consider: Demographic data, performance information, recommendations of internal and external inspections and audits, complaints information, JNSA, ethnicity data, audits, service user data, GP registrations, CHD, Diabetes registers and public engagement/consultation results etc.

How might your proposal impact on the groups identified? For example, you may wish to consider what impact it may have on our stated goals: Improving Access, Promoting Healthy Lifestyles, Reducing Health Inequalities, Supporting Vulnerable People

Examples of impact re given below:

- a) Moving a GP practice, which may have an impact on people with limited mobility/access to transport.
- b) Planning to extend access to contraceptive services in primary care without considering how their services may be accessed by lesbian, gay, bi-sexual and transgender people.
- c) Closure or redesign of a service that is used by people who may not have English as a first language and may be excluded from normal communication routes.

Please list the positive and negative impacts you have identified in the summary table on the following page.

Summary	
<p>Positive impacts (note the groups affected)</p> <p>The EIA process enables managers to identify the impact, both positive and negative, which a proposed policy, commissioning activity, service redesign or other function might have upon one or more of the equality targets groups. In the light of the EIA, managers can make changes which aim to maximise potential benefits and mitigate the negative impacts for the target groups. Over 40 policies have been impact assessed to mitigate any negative impact on staff and services users.</p>	<p>Negative impacts (note the groups affected)</p> <p>N/A</p>

Summarise the negative impacts for each group:

The EDS grading process has allowed C&P CCG to undertake a thorough review of its practices and processes through the collection of evidence on a range of fronts including service delivery and employment.

We have held our provider organisation to account through the contract and clinical quality review process where we will have in place performance indicators around equality and diversity, and monitor the extent to which they have implemented the principles of equality and diversity into their organisation e.g. through training and Governing Body papers.

What consultation has taken place or is planned with each of the identified groups?

This policy will be presented to the CCG Equality Steering Group and to the Equality and Diversity Working group for input and comments.

What was the outcome of the consultation undertaken?

Pending

What changes or actions do you propose to make or take as a result of research and/or consultation?

Briefly describe the actions then please insert actions to be taken on to the given Improvement Plan template provided.

A new improvement plan in line with Equality Delivery System has been developed for the year 2021-24 and will be presented to the next Chief Officers Team for consideration and approval.

Will the planned changes to the proposal:

Please State
Yes or No

Lower the negative impact?	Yes
Ensure that the negative impact is legal under anti-discriminatory law?	Yes
Provide an opportunity to promote equality, equal opportunity and improve relations i.e. a positive impact?	Yes

Taking into account the views of the groups consulted and the available evidence, please clearly state the risks associated with the proposal, weighed against the benefits.

The Improvement Plan for 2021-24 will be designed to minimise any risks associated with the proposal.

What monitoring/evaluation/review systems have been put in place?

The effectiveness of the Equality and Diversity Policy will be reviewed on an annual basis as part of the Internal Audit Review of Integrated Governance Systems.

When will it be reviewed?

The policy will be reviewed in January 2022

Date completed:	15 January 2021
Signature:	S. Kawal
Approved by:	
Date approved:	

Equality and Diversity Steering Group Terms of Reference

1 Purpose of the Group

The Equality and Diversity Steering Group (EDSG) is the formal mechanism by which the Cambridgeshire and Peterborough Clinical Commissioning Group (CPCCG) can oversee its processes to eliminate discrimination on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the E&D Steering Group is to direct the work for the Equality Delivery System (EDS) which is a statutory duty of the CCG and a key priority.

The EDSG's role will also be to advise, support, promote mainstreaming, encourage good practice and monitor the development, implementation and evaluation of EDS, to ensure the Governing Body's commitments and priorities as related to the requirements of the EDS and compliance with the Equalities Act 2010 and good patient outcomes are fulfilled.

Day-to-day responsibility for equality and diversity matters rests within the Directorates. Each Directorate will have a nominated champion who will link with the E&D Steering group, though only attend if required. The Equality and Diversity Steering Group will have a performance management role in holding directorates to account for the achievement of their equality and diversity responsibilities, including ensuring that equality and diversity is embedded in systems, processes and services. The E&D Steering Group will also be responsible for ensuring information is cascaded to the relevant staff/people.

As a statutory NHS organisation, the CPCCG has responsibility to comply with the Public Sector Equality Duty in respect of the services it commissions, services it provides directly and as an employer of staff.

Overall responsibility for equality and diversity assurance rests with the Director of Corporate Affairs. The Chief Accountable Officer is the Equality and Diversity Lead for the CCG.

2 Objectives

The E&D Steering Group will:

- Work with NHS Employers, other Partner organisations and Alumni in the region to support system-wide efforts to improve equality, diversity and inclusion across the health and social care system.
- Lead on the development and implementation of the EDS annual improvement plan and gathering supporting evidence in relation to protected characteristic groups. This will require the development of a work plan.
- Lead on the development, implementation and monitoring of Equality and Diversity policies, strategies, and associated action plans.
- Monitor the implementation of agreed actions across all Directorates.
- Ensure appropriate stakeholder consultation and involvement from an equality and diversity perspective.
- Champion a greater awareness of issues of equality and diversity across the organisation.
- Monitor the coverage and effectiveness of Equality Impact Assessments.
- Assess data collected on services commissioned and provided, as well as on staff, and prioritise actions.
- Monitor the development, implementation and effectiveness of equality and diversity staff training programmes and all workforce related policies and data collection.
- Monitor the CCG equality and diversity profile.
- Report to the Governing Body, via COT, on Equality & Diversity matters and ensure that issues are brought to the attention of the Governing Body/COT e.g., resource implications.
- Report on a quarterly basis to the Patient Reference Group (PRG) for information and input.
- Develop & maintain up to date knowledge of current legislation and best practice to ensure the CCG meets all its statutory duties.
- Build an inclusive culture through raising awareness, understanding and reflection.
- Ensure all risks are incorporated into the CCG Assurance Framework and Risk Register.

The Steering Group may decide to set up smaller action groups and invite appropriate experts and community representatives to help with particular pieces of work.

3 Frequency of Meetings

The Equality & Diversity Steering Group will meet quarterly though Task and Finish groups for specific projects will be used as necessary and meet more frequently.

4 Membership

The core membership of the Steering Group will consist of the following:

- Director of Strategy and Planning - Chair
- Associate Director of Corporate Affairs (OD &HR) - Deputy Chair
- Director of Governance (CCG Secretary)
- Director of Transformation & Delivery Community Services and Integration
- Nominated representatives from:
 - Quality
 - Communication, Membership & Engagement Team
 - Human Resources
- OD & HR Advisor (Equality and Diversity), (secretary for the group)

Staff from the following directorates will be invited to attend as required:

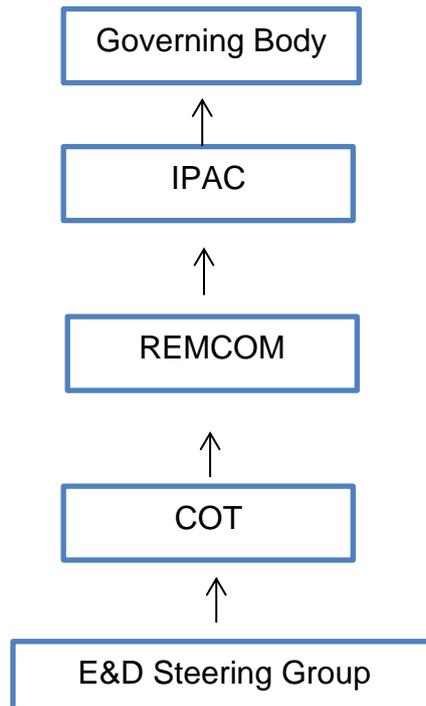
- Commissioning & Contracts
- Finance

5 Quorum

A quorum shall be four members, including either the Chair or the Deputy Chair, and three other members. If members are unable to attend, a deputy should be in attendance. Additional members may be co-opted as and when necessary.

6 Governance

The Equality & Diversity Steering Group will report to COT on a quarterly basis. A report will also be sent to the Patient Reference Group (PRG) for information and input. An annual report will be presented to the Governing Body. Reports will be presented giving details of progress against current targets, future development plans and updates on legislation.



7 Review

The E & D Steering Group Terms of Reference will be reviewed on an annual basis.

Review:
Associate Director of OD & HR

Reviewed by the Equality and Diversity Steering Group – March 2021.
Approved by Chief Officers Team – July 2021