Staffordshire and Stoke-on-Trent CCGs 2021-22 Equality Action Plan

	2021-22 Staffordshire and Stoke on Trent E&I/HR Action Plan	Status as of September 2021	Status as of November 2021	Progress
1.	Open shadowing opportunities within the CCG's considering Age (young people), Disability and Race. (Carried over from 2020-2021 action plan)	Developing: Age and Race – working with system around providing work experience opportunities. Disability CCGs currently working with Mencap to develop short and medium/long term opportunities. Virtual working may impact on outcomes.	Developing: CCGs to become part of System-Widening Participation Group which would involve the offer of system wide apprenticeships and work experience.	⬌
2.	Positive action initiative to recruit Lay Member. Considering Race, Disability and Age. (Carried over from 2020-2021 action plan)	Underdeveloped: Action to be removed due to transition to ICS	Underdeveloped: Action to be removed due to transition to ICS	
3.	Monitor inequalities within our organisation Ethnicity Pay Gap. CCGs committed to adopting ethnicity pay gap when model is developed, and guidelines are released. (Carried over from 2020-21 action plan)	Developing: CCG committed to adopting ethnicity pay gap when a national model is developed, and guidelines are released. Awaiting national model and guidance.	Developing: Still awaiting national model and guidance.	⬌
4.	Review internal recruitment process against best practice. Check with local providers for good practice initiatives.	Achieving: EDI Questions have been produced and agreed and will be included at interview.	Achieving: As of September 2021, in addition, the CCGs have developed an Equality Statement which was sent to Staff Support Groups and CEEE for	⬌

	Head of HR/OD to work with system partners to establish best practice and review current recruitment processes. Carried over from 2020-2021 action plan)	There are Six High Level Actions, which the system has agreed to implement.	feedback. The statement process is now part of recruitment materials.	
5.		Gender Pay Gap			
	a)	Check for any gender bias in the CCGs recruitment, information, and appointment processes. Monitor applicants by Gender and report outcome in 2020/2021 GPG Report.	Achieving: produced GPG report and published on website.	Achieving: produced GPG report and published on website.	⟷
	b)	Check for any gender bias in the uptake of training offers and other development processes. Monitor take up by Gender and look to remedy this where relevant and report outcome or update in the 2020/2021 GPG Report.	Developing: Equality monitoring for all non-mandated training introduced from August 2021. Data and analysis to be included in 2021 Workforce Diversity Profile Report.	Developing: Equality monitoring for all non-mandated training introduced from August 2021. Data and analysis to be included in 2021 Workforce Diversity Profile Report.	⟷
	c)	Identify possibilities for a system wide approach to the Gender Pay Gap.	Developing: To be discussed. Look to include as agenda item at System EDI Reference Group Meeting 28th Sept.	Developing: Ongoing, September 2021 EDI Reference Group Meeting was cancelled. To be discussed at future meeting.	⟷
6.		Complete Disability Confident Committed Accreditation Requirements – Level 1			
	1.	Ensure your recruitment process is inclusive and accessible.	Achieving: Equality statement developed to be included in recruitment process and to published on websites.	Achieving: Equality statement developed to be included in recruitment process and to published on websites.	⟷
	2.	Communicate and promote vacancies.	Achieving: All vacancies advertised internally and externally at the same time.	Achieving: All vacancies advertised internally and externally at the same time.	⟷
	3.	Offer an interview to disabled people who meet the criteria.	Achieving: Guaranteed interview scheme adopted by CCGs.	Achieving: Guaranteed interview scheme adopted by CCGs.	⟷

	4. Anticipate and provide reasonable adjustments as required.	Achieving: Reasonable Adjustments embedded within recruitment policies and process.	Achieving: Reasonable Adjustments embedded within recruitment policies and process.	⬌
	5. Support any existing employees who acquires a disability or long-term health condition, enabling them to stay in work	Achieving 1st line managers receiving training from CSU/HR Zena Richards, Access to Occupational Health, Care First, System Psychotherapy Health and Wellbeing Hub, Access to Work.	Achieving 1st line managers receiving training from CSU/HR Zena Richards, Access to Occupational Health, Care First, System Psychotherapy Health and Wellbeing Hub, Access to Work.	⬌
	Complete 1 of 9 of the activities that will make a difference for disabled people Work experience, Work Trials, Paid employment (permanent or fixed term), Apprenticeships, Job shadowing opportunities, traineeships, Paid internships and supported internships, Student Placements,	Developing: CCGs are working with Mencap to develop short and medium/long term opportunities. Virtual working may impact on outcomes.	Developing: Temporarily paused due to agile working until March 2022. Issues with providing support to participants whilst working virtually. CCGs to become part of System-Widening Participation Group which would involve the offer of system wide apprenticeships and work experience.	⬌
7.	Midlands EDI Strategy & Six High Impact Actions on race inclusion (and other underrepresented groups) - ICS Equality, Diversity and Inclusion (EDI) HRD/EDI Leads Group - group needs to decide if there is to be one action plan, or individual organisational plans and an overarching system plan, all of which need to be finalised by 30th June 2021. The sub-group will monitor the system's assurance that organisations are delivering against the strategy.	Achieving: Six High Impact Actions agreed and being implemented at an organisational and system level. Sub-group has been established. Monitoring arrangements in place.	Achieving: These have been updated as per individual organisation updates and agreements of grading at last HR/OD/EDI Group meeting. These will be submitted to the Regional team in November 2021.	⬌
	Action 1 Ensure Executive Senior Managers own the agenda. Ensure ESMs own the agenda, as part of culture changes in organisations, with improvements in BAME	Developing CEEE monthly meeting include as an agenda item representative from Ethnic	Developing: Executive Director Lead (Sally Young). Waheed Abassi is the Executive sponsor CCG Ethnic Diverse Group and will be for the CCG Disability/Neuro-Diversity Group.	

	representation (and other under-represented groups) as part of objectives and appraisal by:
	   a) Setting specific KPIs and targets linked to recruitment
	   b) KPIs and targets must be time limited, specific and linked to incentives or sanctions
		Diverse Group who have an Executive Lead.
		
		a) CCGs Staff Development Day - Staff updated on System WREI Strategy and High Level Actions.
		
		CCGs have signed up to the Disability Confident Committed.
		
		b) CCGs also working with system to develop KPI's and targets
			a&b) All interview panel members will have had to undertake Unconscious Bias training. All staff have to attend Mandatory Invisible Disabilities training and all new staff have to attend Equality and Inclusion induction session. CCGs have introduced mandatory EDI questions on all interviews. CCGs have included Equality statement on all CCGs job adverts for new applicants.	↔

	Action 2 Introduce a system of 'comply or explain' to ensure fairness during interviews. Organisational deliverables/specific steps to be taken to implement this action 2.1 As a minimum, partner Trusts will undertake random checks on diversity of panels to report to the People, Culture and Inclusion Board on a quarterly basis 2.2 Development of a culture of inclusive recruitment as a system to be the priority focus 2.3 Development of network of Inclusive Recruitment Guardians across system to support application through partner bodies, with the support of a training package 2.4 All Trusts to introduce Inclusive Recruitment Guardians in selection interviews and to develop an incremental approach to the phased extension of this through organisation bandings. Good practise sharing approach with other system partners for adoption where appropriate.	Developing: To be developed alongside system action plan.	Developing: CCGs do support the system approach and have adopted (as of 11 October) that all interview panel members will have had to undertake Unconscious Bias training. CCGs have introduced mandatory EDI questions on all interviews.	↔

	2.5 Programme of development to support Inclusive Recruitment - share any existing good practise e.g. inclusive recruitment pack 2.6 Work with pilot organisation (SCC) to review the use of Artificial Intelligence (AI) software to support inclusive recruitment and consider wider pilot in 2022.			
	Action 3 Organise talent panels. Organise talent panels to: a) Create a 'database' of individuals by system who are eligible for promotion and development opportunities such as Stretch and Acting Up assignments must be advertised to all staff b) Agree positive action approaches to filling roles for under-represented groups c) Set transparent minimum criteria for candidate selection into talent pools	Developing: To be developed alongside system action plan.	Developing: (a,b&c) CCGs will continue to support the development of the system approaches. CCGs would want to support the Pilot to review the use of Artificial Intelligence (AI) software to support inclusive recruitment and consider wider pilot in 2022. CCGs are already a part of the High Potential Scheme (HPS)	↔
	Action 4 Enhance equality, diversity, and inclusion support. Enhance EDI support available to: a) Train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies b) Ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.	Achieving: a) Continue to deliver the CCGs robust equality impact Equality, Health Inequality Impact and Risk Assessment process which includes Governance, monitoring, one to one and/or team training and support in completing relevant and proportionate assessments. b) CCGs have developed equality related interview questions for all Bands, these have been	Achieving: c) Continue to deliver the CCGs robust equality impact Equality, Health Inequality Impact and Risk Assessment process which includes Governance, monitoring, one to one and/or team training and support in completing relevant and proportionate assessments. CCGs have developed equality related interview questions for all Bands, these have been approved by Governing Body.	↔

			approved by Governing Body.		
	Action 5 Overhaul interview processes. Overhaul interview processes to incorporate: a) Training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used b) Ensure adoption of values based shortlisting and interview approach c) Consider skills-based assessment such as using scenarios <u>System Mitigating Action</u> It requires longer timescales for such an extensive exercise and to allow the organisation to embark on a step change. This could be considered as part of a system approach.	Developing: To be developed alongside system action plan.	Developing: To be developed alongside system action plan. CCGs have incorporated EDI interview questions for all posts at all levels. INCLUDE Equality Statement	↔
	Action 6 Adopt resources, guides, and tools for productive conversations about race. <u>System Mitigating Action</u> Commit too and work with system partners to achieve agreed shared aims, practices and functions	Developing: Held Staff Development Day around the CCGs and systems approach to Equality Diversity and Inclusion. This is ongoing at CCG and system level.	Achieving: Promotion of "Being comfortable about being uncomfortable about race" workshop which is part of the 100 Days Transitional Change Programme. CCGs allocated 40 places, including: Executive Directors, Managing Directors, Deputy Directors, all Heads of Services, Executive Sponsor and Chair of Ethnic Diverse Group.	↑
8.	Model Employer Model - NHS Workforce Race Equality Standard (WRES) leadership strategy. This model outlines the ambitions set by NHS England and NHS Improvement and reflected in the Long Term Plan, for each NHS organisation to set its own target for BME	Developing: This model is being developed at CCG level and at system level through the 6 high level actions as outlined in Action 7 and at regional level through	Developing: This model is being developed at CCG level and at system level through the 6 high level actions as outlined in Action 7 and at regional level through the Midlands - Workforce Race, Equality, and Inclusion Strategy.	↔

	representation across its leadership team and broader workforce. Recommended timeframe 2028	the Midlands - Workforce Race, Equality, and Inclusion Strategy.		
9	Staff attending training to be monitored by protected characteristics, as a minimum: age, disability, race and sexual orientation. Monitoring should also include any caring responsibilities.	Developing: All staff registering for non-mandatory training will receive an equality monitoring form. Completion is optional and allows staff to identify by protected characteristic, carer or ex-forces status	Achieving: Monitoring information to be included in 2021 Workforce Diversity Profile Report. Report was presented to CEEE on 02 November 2021. ESR data cleanse request	⬆
10	CCGs continue to advance, embed, and inform Staff around Equality Diversity and Inclusion through their internal communications and digital platforms.	Excelling: Reminders and updates included in the CCGs weekly Friday Message informing all new starters joining the CCGs to attend a mandatory Equality and Inclusion session run by CSU Equality and Inclusion Team. The message also reminds or informs staff of Equality and Inclusion page/information and of statutory reports on the internal Information and News (IAN) a CCG websites	Excelling: We continue to send reminders and updates included in the CCGs weekly Friday Message informing all new starters joining the CCGs to attend a mandatory Equality and Inclusion session run by CSU Equality and Inclusion Team. The message also reminds or informs staff of Equality and Inclusion page/information and of statutory reports on the internal Information and News (IAN) a CCG websites	↔

This action plan will be updated on a bi-monthly basis.

This Action Plan update was produced by Midlands and Lancashire Commissioning Support Unit (MLCSU) Equality, Diversity and Inclusion Team.

November 2021.