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If you would like to receive material from the six Staffordshire and Stoke-on-Trent CCGs websites or our key publications in another format – such as audio, Clear Information, Easy Read, British Sign Language, interpreter services, large print, or Braille – please contact the administration team on 07395851582/ 07540668539 or use [‘Next Generation Text’](#) service for deaf and hard of hearing patients, carers and staff.

Staffordshire and Stoke-on-Trent Clinical Commissioning Groups (CCGs) Corporate Equality and Inclusion Strategy and Objectives for 2022 to 2025

Introduction

The NHS Long Term Plan and the NHS People Plan are two of many NHS national strategic directives that identify the significance of equality and inclusion, and how equality is and remains at the heart of NHS values.

Staffordshire and Stoke-on-Trent CCGs recognise the importance of embedding equality principles and practices within commissioning, planning and the decision making processes, as it supports to commission high quality, equitable and integrated services to the diverse populations we serve.

We will continue work and advance our partnerships with the wider NHS and our local partner organisations and communities, to ensure that advancing equality and inclusion is central to how we conduct and carry out our day to day business.

This strategy will explain:

- Our approach over the next four years (2022 to 2025).
- The CCGs' shared equality objectives that are set out for this period.
- How we fulfil our legal duty.

Covid-19 and the Changing Landscape – Integrated Care Systems (ICS) and integrated Care Partnerships (ICP)

This Strategy has been influenced by national and regional interventions resulting from health inequalities and inequalities exposed and/or affirmed during this Covid-19 epidemic. Another significant influence will be the NHS restructure into Integrated Care Systems (ICSs) and Integrated Care Partnerships (ICP) that will bring together commissioners and providers of NHS services across Staffordshire and Stoke-on-Trent. Along with local authorities and other local partners including the voluntary sector, the ICS and ICPs will collectively plan and deliver health and care services to meet the needs of the diverse populations we serve. This Equality and Inclusion Strategy and the equality objectives will be reviewed annually to ensure they are 'fit for purpose' and relevant as the Health and Social Care landscape adjusts to the new way of working.



Sally Young

Director of Corporate Services, Governance and Communications

The 3 CCGs Equality Objectives for 2022 – 2025.

Each Objective is supported and assessed via 11 outcomes. Information on how the CCGs perform against these objectives and outcomes are routinely updated through the governance process and published on each CCGs respective website.

Objective 1 – Commissioned or Provided Services

Outcomes

- 1A: People can readily access the service.
- 1B: Individual people's health needs are met
- 1C: When people use the service, they are free from harm.
- 1D: People report positive experiences of the service.

Objective 2 – Workforce Development and Well-Being

Outcomes

- 2A: When at work, staff are provided with support to promote healthy lifestyles and manage their long term conditions.
- 2B: When at work, staff are free from discrimination, abuse, harassment, bullying and physical violence from any source.
- 2C: Staff believe the organisation provides equal opportunities for career progression/promotion.
- 2D: Staff recommend the organisation as a place to work

Objective 3 – Inclusive Leadership

Outcomes

- 3A: Board members and senior leaders (Band 9 and Very Senior Managers) routinely demonstrate their commitment to equality.
- 3B: Board/Committee papers (including minutes) identify equality related impacts and risks and how they will be mitigated and managed

3C: Board members, system, and senior leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and stakeholders

Key National, Regional and Local Equality Drivers

The 2010 Equality Act Public Sector Equality Duty (PSED) Three Aims

Aim 1: Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

Aim 2: Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

Aim 3: Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

2012 Social Care Act

The Health and Social Care Act 2012 introduced the first legal duties on health inequalities, with specific duties on NHS England and CCGs

Under the act CCGs have duties to:

- Have regard to the need to reduce inequalities between patients in access to health services and the outcomes achieved (s.14T);
- Exercise their functions with a view to securing that health services are provided in an integrated way, and are integrated with health-related and social care services, where they consider that this would improve quality, reduce inequalities in access to those services or reduce inequalities in the outcomes achieved (s.14Z1);

NHS Long-Term Plan

Health and care leaders came together to develop a Long Term Plan published in 2019 to make the NHS fit for the future. The plan was drawn up by those who know the NHS best, including frontline health and care staff, patient groups and other experts. Feedback from a wide range of

views, through 200 events that took place, and 2,500 submissions from individuals and groups representing the opinions and interests of 3.5 million people.

NHS People Plan

The NHS People Plan was published in late July 2020 and provided national, regional, and local actions for 2020/21 to support the NHS workforce. The theme of equality and tackling inequalities is a 'golden thread' running throughout the plan. The plan reflected the challenges that have arisen due to COVID-19 and provided a shared purpose and catalyst for change. The plan highlighted that COVID-19 had shone a light on existing inequalities that impacted on ethnically diverse communities and colleagues.

The Model Employer Strategy

The Model Employer Strategy introduces additional requirements to publish and measure leadership data against the [Model Employer goals](#) for staff from Black Asian Minority Ethnic (BAME) backgrounds. Further information is contained in the appendix.

Workforce Race, Equality, and Inclusion Strategy (Midlands)

Information and the lived experience of staff shows us how discrimination can make staff unhealthy and how race discrimination affects people's health the most. The disproportionate level of discrimination among BAME staff is evident in our NHS staff survey and WRES data.

This regional plan does not just support staff from an ethnic diverse background. By making the Midland region fairer it will support other protected groups in the Equality Act 2010 which includes people of different ages, disabled people, people who are changing their gender, pregnant women and mothers, people who believe in a religion or have no religion, people attracted to the same sex or the opposite sex

This regional strategy is supported by local/system actions / deliverables/specific steps to be taken at a local level.

Staffordshire and Stoke-on-Trent 6 High Impact actions on recruitment and promotion for closing the gap in recruitment and promotion outcomes

1. Ensure Executive Senior Managers own the agenda.
2. Introduce a system of 'comply or explain' to ensure fairness during interviews.
3. Organise talent panels.
4. Enhance equality, diversity, and inclusion support.

5. Overhaul interview processes.
6. Adopt resources, guides and tools for productive conversations about race.

Staffordshire and Stoke-on-Trent CCGs Staff Support Networks/Groups

In meeting the above statutory requirements, ambitions, initiatives and in further developing an inclusive workforce, the staff networks/groups will have an important role to play. The CCGs Ethnic Diverse Group will serve as a forum to feed into these higher governance decision making functions and national, regional and local workforce Race equality strategies. This will apply to other CCG staff network/groups through any future equality strategies specific to their protected characteristic.

How the CCGs manage and deliver the Equality Agenda

Governance

CCGs demonstrate robust governance for Equality and Inclusion through the following arrangements:

Governing Bodies_(GBs) provide the leadership and decision-making responsibilities for the CCGs.

Lay Members act as a critical friend to the CCGs. This means that they can challenge when they feel that something is not right but can also be supportive and suggest ways forward using their own knowledge and experience. They act as independent chairs on many of the CCG committees, they have an active role within the Communication, Engagement, Equality and Employment Committee (CEEE) and they have a vote on Governing Body. While the statutory body (CCGs) will no longer exist when NHS (ICS) bodies are established, it will be important to retain key skills and knowledge where possible.

The Communication, Engagement, Equality and Employment Committee (CEEE) who have delegated decision making responsibilities, provide a crucial link between the Staff Engagement Group (SEG) the Local Equality Advisory Forum (LEAF). CEEE scrutinise advise and recommend all equality work programmes and publications.

The Staff Engagement Group (SEG) brings together representatives from all directorates and divisions across the six CCGs. The group meets regularly, chaired by a Lay Member. The main remit of the group is to provide and represent the views of the workforce, to work with management to improve the working lives of staff and provide liaison between the workforce and management. The SEG receive reports on equality matters relevant to the workforce and make recommendations which are incorporated into action plans and comment on workforce policies.

Staffordshire and Stoke-on-Trent CCG and System Wide Staff Networks

Staff networks and support groups have been developed to provide a platform for staff to support, express and voice a range of experiences, health inequalities and expectations mainly arising from Covid-19 along with the impact on wellbeing because of sustained periods of working from home and lockdown. Information and feedback from these network groups progress through the governance process with the aim to influence CCG policies procedures and day to day functions.

In addition to CCG support groups, Staffordshire and Stoke-on-Trent System Wide Staff Networks system wide networks have been set up to look at a collaborative approach towards Equality, Diversity, and Inclusion. These networks, provide a platform for staff at all levels, from a range of organisations and sectors. A key aim of the networks is to discuss shared experiences and ideas, with the feedback informing the shadow Integrated Care Systems (ICS) People Board.

Local Equality Advisory Forum (LEAF) provide essential support, scrutiny, advise, influence and monitor the CCGs' progress across a range of functions including policy and service design. They are a critical friend who represent the interests of protected characteristics and/or other under-served groups in Staffordshire and Stoke-on-Trent.

Staffordshire and Stoke-on Trent CCG Strategic System Planning - Back to the Future Programme

To support the move towards a more flexible working environment and also in response to the NHS Peoples Plan the CCGs established the 'Back to the Future Programme. The programme was developed to bring together and coordinate the broad range of changes including, corporate governance, human resources, wellbeing, and organisation development work. The programme is also clearly aligned to several of the CCGs' 2022-2025 equality objectives and the CCGs' annual Equality Action Plans.

Equality Objectives

The CCGs have adopted the NHS Equality Delivery System (EDS) framework for their equality objectives. This approach has also been adopted by other CCGs and providers. The EDS 3 domains and 10 outcomes which are still to be ratified provide a simplified and easier-to-use version of EDS2. Following engagement with key stakeholders including; patients, the public, regional/local community and voluntary organisations, staff, staff networks, and the unions, the EDS has been designed to fit with the NHS architecture as it fully develops Commissioning Alliances, Primary Care Networks, Multi-speciality community providers, Integrated Care Systems (ICS's) and Sustainability and Transformation Partnerships (STPs). By adopting the EDS domains and outcomes also provides efficiencies as the EDS is also a mandated requirement for NHS commissioners and providers.

[The Equality Act 2010 \(Specific Duties\) Regulations 2011](#) A part of this regulation requires the CCGs to publish information annually to show compliance with the PSED. The CCGs annual report provides summary information on progress against their equality objectives along with other tools and mechanisms highlighted below to demonstrate compliance with the PSED three aims and NHS contractual requirements. This information below is published throughout the year, internally and on each CCG website.

NHS Accessible Information Standard Statement	NHS Equality Delivery System Report	Quarterly Equality Impact assessment update report
Workforce Diversity Profile Report	Modern Slavery Act Statement	Workforce Disability Equality Standard
Key Provider Website Equality Audit Report	Gender Pay Gap Report	Workforce Race Equality Standard

[Staffordshire and Stoke-on-Trent CCG Annual Equality Action Plan](#)

As a result of the CCGs equality reporting and statutory and mandated requirements there may be issues and opportunities to be acted upon. Each year the CCGs formulate these issues and opportunities into an Annual Equality Action Plan. Any activities which were not complete to the desired outcomes will be carried over to the following annual action plan. Progress on the Action Plan is routinely presented to CEEE and published with the CCGs PSED Annual Report.

[Equality Impact and Risk Assessment](#)

Equality Impact and Risk Assessment (EIRA) is the CCGs' agreed scrutiny process to provide an audit trail of evidence for giving 'due regard' to the Equality Acts (PSED) or prompting of deliberate thought and consideration of people with a protected characteristic or other vulnerable or at risk groups. These groups should be given consideration in all service and policy planning and decision making. targeted engagement, when seeking feedback on unintended consequences or impacts arising for those likely to be affected by changes and to help the CCGs to shape more inclusive services and employment policies and procedures.

[Invitation To Tenders \(ITT\) Pre Qualifying Questions \(PQQ\) and Procurement Evaluations](#)

Invitation to Tenders (ITTs) include a set of bespoke equality questions for potential providers, which are scored by CCGs' subject matter experts. This is according to content and evidence of how they are embedding equality and inclusion into the way providers do business through both workforce and service delivery issues.

Provider Monitoring

Equality and inclusion compliance audits are carried out to assess key providers compliance against their equality publishing and contractual requirements.

Training and Development

All staff complete an online equality e-learning module once every three years from the date of joining. In addition, all new staff receive equality induction training, targeted leadership equality and inclusion sessions are made available to senior managers and Governing Body members annually. One to one training and support is available to all staff and project leads who complete equality impact and risk assessments, as part of the commissioning process, using the U- Assure electronic platform. A wide range of Additional Training and Development opportunities are made available to staff annually.

Document developed by Midlands and Lancashire Commissioning Support Unit (MLCSU) Equality, Diversity & Inclusion Team

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