



Herts Valleys Clinical Commissioning Group (CCG)

Equality and Diversity Strategy and Action Plan April 2019 – March 2022

1. Purpose

This strategy sets out how the CCG will meet the equality Duties, as set out in the Equality Act 2010 and subsequent Regulations, and the health inequalities Duties in the Health and Social Care Act 2012. This strategy has been developed to meet the statutory duties and to achieve our aim of embedding the principles of equality and diversity throughout the work of the CCG.

2. Our corporate vision, values and objectives

Herts Valleys CCG Vision

Our vision is for people of all ages living in west Hertfordshire to be healthier and have better coordinated, tailored care closer to where they live.

Herts Valleys CCG Values

Being: Caring and respectful.

Having: Ambition, courage and high standards.

Making sure we: are open, transparent, honest and straightforward

Working: with partners and the public – as a team

Empowering and energising: clinicians, staff and local people

Learning: to be the best we can

Herts Valleys CCG Objectives

Effective Engagement. We will continually improve engagements with member practices, patients, the public, carers and our staff to contribute to and influence the work of Herts Valleys CCG.

Quality. We will commission safe, good quality services that meet the needs of the population, reducing health inequalities and supporting local people to avoid ill health and stay well.

Transforming Delivery. We will work with health and social care partners to transform the delivery of care through the implementation of “*Your Care, Your Future*”, the Strategic Review

Version: 1.0

Approved: 27 June 2019 by Board

Review date: March 2022



in west Hertfordshire and its fit with the wider STP strategy, “A Healthier Future”.

Affordable & Sustainable Care. We will ensure that we fulfill our statutory duty to deliver a financially sustainable and affordable healthcare system in west Hertfordshire.

3. How we will meet our legal and regulatory requirements

Legal compliance

All listed public authorities (including CCGs) have legal obligations relating to the Equality Act 2010, including Section 149, the Public Sector Equality Duty.

CCGs and NHS England have legal obligations to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These are often referred to as the three aims of the Public Sector Equality Duty (PSED) and apply to the following protected characteristics:

Age, Disability, Gender, Gender reassignment, Pregnancy and maternity, Race, Religion or belief, Sexual orientation, Marriage and civil partnership (but only in regards to the first aim - eliminating unlawful discrimination)

In addition, the CCG considers the needs of Carers as though they are a protected equality group under the Equality Act 2010.

To demonstrate compliance with the Equality Act 2010 CCGs are required to meet specific duties relating to publishing equality information and setting and publishing equality objectives. We will meet these duties.

Health Inequality Duties

The Health and Social Care Act 2012 introduced the first legal duties on health inequalities, with specific duties on NHS England and CCGs. These duties took effect from 1 April 2013.

CCGs have duties to:

- Have regard to the need to reduce inequalities between patients in access to health services and the outcomes achieved;
- Exercise its functions with a view to securing that health services are provided in an integrated way where it considers that this would—



- (a) Improve the quality of those services (including the outcomes achieved from their provision),
 - (b) Reduce inequalities between persons with respect to their ability to access those services, or
 - (c) Reduce inequalities between persons with respect to the outcomes achieved for them by the provision of those services.
- Include in an annual commissioning plan an explanation of how they propose to discharge their duty to have regard to the need to reduce inequalities;
 - Include in an annual report an assessment of how effectively they have discharged their duty to have regard to the need to reduce inequalities

Due Regard

Paying due regard involves considering the aims of the duty – the equality and/or health inequality duties - in a way that is proportionate to the issue at hand. Decision makers should ensure that they consider the impact of proposals with rigour and with an open mind, in such a way that influences the final decision.

This must happen before, and during, policy formation and when making a decision. Case law has established that it is important that decision makers give proper, informed consideration to equality issues at the right time and that a record of that consideration is kept.

Undertaking an Equality and Health Inequality Impact Assessment (EqIA) is one of many tools supporting the CCG to meet the duties. All proposals to stop, start or change a policy, practice or procedure will be accompanied by an EqIA. It is important that any conclusions arising from the EqIAs are able to influence our policies and practices.

4. NHS Equality Delivery System (EDS2)

The NHS Equality Delivery System (EDS2) was developed by the NHS Equality and Diversity Council and is designed to support NHS commissioners and providers to deliver better outcomes for patients and communities and better working environments for staff. EDS2 is designed to help all staff and NHS organisations understand how equality can drive improvements and strengthen the accountability of services to patients and the public.

At the heart of EDS2 is a set of 18 outcomes grouped into four goals. 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



For each EDS2 outcome there are four possible grades. Grading is based on evidence of how well people from the nine protected equality groups (as defined by the Equality Act 2010) fare compared to people who are not in that/those groups:

- Excelling (all protected groups fare well)
- Achieving (most protected groups fare well)
- Developing (some protected groups fare well)
- Undeveloped (no evidence at all; few or no protected groups fare well)

In 2017, CCG staff conducted an internal audit to assess if the CCG was meeting the requirements of EDS2 and identified that, whilst there was much positive work being undertaken, there were gaps around the evidence available of the impact on each of the specific protected equality groups.

Following that internal audit, work was done to strengthen processes and the evidence available, to enable the CCG to be assessed against the EDS2 standards.

In 2019 the CCG completed the EDS2 assessment.

The evidence portfolio for the “Better health outcomes for all”, “Improved patient access and experience” and “Inclusive leadership” goals of EDS2 was presented to a combined meeting of the Herts Valleys CCG Patient and Public Involvement Committee and Patient Participation Group Network. These groups represent patients that use, or are interested in, a wide range of NHS services, including those commissioned by the CCG.

The evidence portfolio for the goal "A representative and supportive workforce" was presented to the Herts Valleys CCG Staff Involvement Group (SIG). This group is the independent representative group of the staff members of the CCG.

The grades awarded are:

Better health outcomes for all - Developing
Improved patient access and experience - Developing
A representative and supported workforce - Developing
Inclusive leadership - Achieving

5. Workforce Race Equality Standard (WRES)

WRES is a data collection and analysis tool to support NHS organisations to look at recruitment and employment data for Black and Minority Ethnic (BME) job applicants and staff and to then use the what the data shows to improve performance.

CCGs do not have to implement WRES but we consider the objectives of WRES when we report on workforce equality data. We publish an annual workforce equality data report. As part of the report we look at the recruitment and retention of the different equality groups.



It is expected that during the life of this strategy and action plan that CCGs will be required to implement WRES. In anticipation of this our equality action plan includes reporting on the full set of WRES indicators annually.

6. Equality and Diversity Objectives

The CCG's objectives (para 2) will support the CCG to meet the four goals of EDS2.

The equality action plan in this strategy is based on the requirements of the four goals of EDS2 and builds on what was learnt from undertaking the EDS2 assessment and identifying where improvement is needed.

7. Equality and diversity assurance – our governance

Herts Valleys CCG ensures that the robust consideration of equality is a part of our governance by conducting equality impact assessments (EqIAs) and acting on the evidence or outcomes presented.

EqIAs are part of our core business and all proposals to stop, start or change a policy, practice or procedure will be accompanied by and EqIA.

This ensures that the decisions made ensure HVCCG retains a robust, fair and compliant process towards commissioning principles, procedures and service delivery.

We will continue to strengthen the EqIA process to ensure it is user friendly, fit for purpose and robust.

We will continue to train decision makers in how to pay Due Regard to the duties set out in the Equality Act 2010.

8. Planning and commissioning services

We will ensure that consideration of the objectives of Service Condition 12 of the NHS Standard Contract (*Communicating with and involving Service Users, Public and Staff*, which covers the Accessible Information Standard) and Service Condition 13 (*Equality of Access, Equality and Non-Discrimination*) forms part of our planning and commissioning of services.

This will support the CCG to ensure that we design and commission appropriate services and ensure that providers meet the requirements of all the communities of west Hertfordshire.

We will hold our provider organisations to account through equality and diversity performance indicators, which will be monitored as part of the contract and clinical quality review processes.



We will expect those commissioning services on our behalf to implement a similar robust process as part of their own contract compliance process.

9. Embedding equality and diversity into our business

We want our message to be that putting equality and diversity into the core business of the CCG is the key to successfully delivering outcomes that meet the needs of the people who live in west Hertfordshire. The CCG will ensure that this message is understood by the CCG and our providers, including primary care providers.

We will ensure that equality and diversity is considered in how we manage and work with people and in the services we commission and/or provide.

All staff are required to undertake equality and diversity training. In addition, relevant specialist training, such as on completing Equality Impact Assessments (EqIAs) and using equality data, will be made available to staff as needed.

Managers and their staff have personal responsibility for challenging discrimination and unacceptable behaviour. Managers and staff will receive appropriate training to support them to understand that they must behave in ways that promote a culture of inclusion and equality for all. Directorates will monitor this through staff performance against meaningful and measurable personal objectives.

We will continue to develop actions plans with key performance indicators to measure progress at corporate and directorate level. A robust system of measurement and evaluation will provide assurance that action plans are effective.

We will continue to meet the Public Sector Equality Duty publication requirements.

We will use the data collected to continue to develop our equality action plan so that it is current and relevant to our work.

10. Review

This strategy will be reviewed annually, as part of reporting progress on the equality action plan, to ensure that it remains 'fit for purpose'.

Herts Valleys CCG Equality and Diversity Action Plan 2019-2022

EDS2 Goal / Equality Objective	Action	Month by which action expected to be completed	Responsible Person/Role	How will we know the action has been delivered?
Better health outcomes for all.	<p>We will monitor and report on providers' compliance with Service Conditions 12 and 13 of the NHS Standard contract.</p> <p>For smaller contracts (non-NHS standard contract) - We will conduct a desktop review of the smaller providers' governance arrangements (including GP Federations and Primary Care Networks).</p>	October 2019	Deputy Director, Contracting	<p>Report to Audit Committee in October 2019.</p> <p>We will know if equality and diversity policy and procedures are being implemented and that equality monitoring takes place. We will be able to check that equality data is being used appropriately to improve outcomes.</p>
<p>Version: 1.0 Approved: 27 June 2019 Review date: March 2022</p>	<p>We will work with our primary care partners to support them, where appropriate, to meet the principles and requirements of the equalities legislation and NHS equality requirements.</p> <p>We will continue our work to reduce variations in primary care.</p> <p>When new pathways are designed they will look to tackle health inequalities and be monitored through effective primary care management.</p>	Ongoing	Assistant Director, Primary Care	When asked we will be able to show how primary care partners meet equalities legislation and requirements

Improved patient access and experience.	<p>We will report annually on equality considerations in engagement and participation activities. This will include the effectiveness of ensuring the inclusion and views of the different equality, health inequality and seldom heard groups.</p> <p>The CCG considers carers as though they are an equality group protected under the Equality Act. Evidence of engagement with carers will also be required.</p>	March 2020 and March 2021	Programme Lead Communications & Engagement	<p>We will be able to show how we have consulted and engaged with the equality, and other, groups and show how those views of those groups are then considered as part of our decision making process.</p> <p>The CCG will achieve a rating of 'Good' or 'Outstanding' for equalities and health inequalities for the Patient and Community Engagement Indicator in the CCG Improvement and Assessment Framework.</p>
	<p>We will review the CCG's Participation Strategy to identify equalities considerations and to develop objectives and actions to widen participation and inclusion by underrepresented groups. We will actively use the CCGs Public and Patient Involvement Group to canvas public input and opinions in the review of the strategy.</p>	October 2019	Programme Lead Communications & Engagement	Refreshed strategy in place with clear and deliverable actions around equality and diversity
	<p>We will review the CCG's Communications Strategy to ensure that communications activities reflect the needs of</p>	October 2019	Programme Lead Communications & Engagement	Refreshed strategy in place with clear and deliverable actions around equality and diversity

Version: 1.0

Approved: 27 June 2019 by Board

Review date: March 2022

	people from protected characteristic groups.			
	Quarterly Quality Committee reports on Complaints and Quality Assurance System will include appropriate equality data.	Quarterly	Deputy Director, Nursing and Quality (quality reports) Deputy Director Operational Delivery (complaints reports)	Where equality considerations are part of complaints and/or quality issues highlighted in the reports this is clearly identified and considered by the Quality Committee
	We will fully implement the reporting requirements of the Workforce Race Equality Standard. Publish the results annually.	March 2020, 2021 and 2022	Equality and Diversity Lead	Report published
A representative and supported workforce.	An annual workforce equality data report will be published. This report will include learning from the Workforce Race Equality Standard and Staff Survey results.	March 2020, 2021 and 2022	Equality and Diversity Lead	Report published. Results included in EDS2 evidence
	Gender Pay Gap data will be reported.	March 2020, 2021 and 2022	Workforce Information Manager	Currently there is no requirement for HVCCG to publish this data but the data is useful. An internal report and action plan will be produced
	All recruiting managers will attend the CCGs recruitment and selection (R&S) training.	Ongoing with reporting to the Executive at	Recruitment & Operational	Reports presented. To include, but not limited to, percentage of recruiting

Version: 1.0

Approved: 27 June 2019 by Board

Review date: March 2022

	Interview Panel Chairs will be required to confirm that they have attended recruitment and selection training.	quarter 2 and quarter 4 end.	Manager	managers who have attended R&S training and percentage of panels where the panel chair has attended R&S training
	We will undertake analysis of the recruitment process and outcomes. This will include equality data such as any increases in the recruitment of disabled staff and female applicants appointed to posts at band 8 and above.	Ongoing with reporting to the Executive at quarter 2 and quarter 4 end.	Recruitment & Operational Manager	Reports presented
	We will monitor informal complaints/concerns raised and the outcomes of those informal complaints/concerns.	Monthly reports on type and outcomes of cases to Executive. Biannual reports on concerns raised through the whistleblowing policy and speaking up guardian taken to Audit committee.	HR Business Partner	Reports presented
	The findings of and actions arising from exit/stay interviews will be regularly reported. These reports to include variances in retention for particular staff groups e.g. BME or	Ongoing with reporting to the Board, Executive and Senior Leadership Team at quarter 2 and quarter 4 end.	HR Business Partner	Reports presented

Version: 1.0

Approved: 27 June 2019 by Board

Review date: March 2022

	staff aged 20-29.			
	The promotion activity, number of applications, number of successful applications, take up of places and successful completion of the Ready Now and other BME leadership development programmes will be reported quarterly to Executive and annually to Board, as part of the annual workforce equality data report.	Quarterly to Executive. Annually to Board.	Head of Organisational Development and Learning	Reports presented
	The use of Mind Tools non-mandatory training, analysed by equality group, will be reported annually as part of the annual workforce equality data report.	Annual report as part of the workforce equality data report.	Head of Organisational Development and Learning	Report published
Inclusive leadership.	External EDS2 assessment undertaken and an updated equality and diversity action plan produced and published.	February 2022	Equality and Diversity Lead	Result of EDS2 grading exercise published. An updated equality and diversity action plan published
	Equality and diversity action plan progress reported to Board annually	March 2020 and 2021	Equality and Diversity Lead	Publication of progress report
	Updated and revised equality and diversity action plan developed and published.	March 2022	Equality and Diversity Lead	Publication of new equality action plan
	Due Regard and Equality and Diversity training provided to	Ongoing	Equality and Diversity Lead	Evidence of training being delivered

Version: 1.0

Approved: 27 June 2019 by Board

Review date: March 2022

	Governing Body members, Senior Officers and Managers.			
	The CCG will maintain a register of completed equality impact assessments, linked to the reports, decisions etc. that they accompany. This register, with links to the completed equality impact assessments will be published on the CCG website.	Ongoing	Deputy Head of Corporate Governance	Completed equality impact assessments will be available to the public and staff via the CCG website.
	The CCG will apply to participate in the NHS Employers Diversity and Inclusion Partners programme to learn from the good practice of, and share the CCGs good practice with, other NHS Organisations.	March 2022	Equality and Diversity Lead	Application submitted

Appendix 2 - Equality Impact Assessment (Screening) Form

Very occasionally, it will be clear that some proposals will not impact on the protected equality groups and health inequalities groups.

Where you can show that there is no impact, positive or negative, on any of the groups please complete this form and include it with any reports/papers used to make a decision on the proposal.

Name of policy / service	Equality and Diversity Strategy and Action Plan April 2019 – March 2022
What is it that is being proposed?	That the report be published and that recommendations for further action be implemented.
What are the intended outcome(s) of the proposal	<p>Publishing the strategy and action plan will support the CCG to meet the equality objectives publication requirements of the Equality Act 2010.</p> <p>Completion of the action plan will ensure that the CCG meets its obligations under the Equality Act 2010 and meet the Public Sector Equality Duties.</p> <p>The intention is that, as a result of the implementation of the strategy and action plan, there is a reduction in differential impact as the result of a person's protected characteristic status. As such it is expected that any impact from implementation of the strategy and action plan will be positive for all equality groups.</p>
Explain why you think a full Equality Impact Assessment is not needed	<p>Publication of this report does not require a decision that directly stops, starts or changes a policy, practice or procedure that could impact on a person because of their protected equality characteristic. Therefore a full equality impact assessment is not required.</p> <p>Actions are presented to support the CCG to continue to meet the equality obligations placed on it. The proposals on how to meet those actions will require consideration of equality impact before decision and implementation.</p>
On what evidence/information have you based your decision?	It is my opinion that this is an appropriate and proportionate approach to assessing the equality impact of the report and recommendations and meet the requirements of the Equality Act 2010.

Version: 1.0

Approved: 27 June 2019 by Board

Review date: March 2022

How will you monitor the impact of policy or service?	Not applicable
How will you report your findings?	Not applicable
Having considered the proposal and sufficient evidence to reach a reasonable decision on actual and/or likely current and/or future impact I have decided that a full Equality Impact Assessment is not required.	
Assessors Name and Job title	Paul Curry –Equality and Diversity Lead
Date	8 April 2019