



**Lincolnshire East  
Clinical Commissioning Group**

# EQUALITY DELIVERY SYSTEM 2 (EDS2)

## Introduction to Equality Delivery System 2 (EDS2)

The Equality Delivery System (EDS) was commissioned by the national Equality and Diversity Council in 2010 and launched in July 2011. It is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The EDS was developed by the NHS, for the NHS, taking inspiration from existing work and good practice.

The report is a summary of how the organisation is working alongside the legislative requirements. Our legal responsibility under the Equality Act 2010 includes the general and specific duties covering age, sex, race, disability, sexual orientation, religion and belief, gender identity, marriage and civil partnerships and pregnancy and maternity – these are known as “protected characteristics”.

***Evidence portfolio***

***January 2017***

## Assessing and grading performance

**“The key question is: how well do people from protected groups fare compared with people overall? There are four grades – underdeveloped, developing, achieving and excelling.”**

When assessing and grading performance on a particular outcome, NHS organisations can choose to look at just one or a few aspects of their work, rather than looking across the entirety of all they do. Within a protected characteristic, they might decide to focus on people most at risk, and/or for whom considerable progress has been made. It is advised that the aspects that are reviewed are ones where there is local evidence that suggests a significant equality-related concern; and/or where progress has been made and good practice can be spread. It is recommended, for the sake of balance, that a proportionate mix of progress and challenge is selected for assessment and grading. While at any one time, particular services or particular groups may be reviewed using EDS2, it is recommended that over a longer-term period (say three to five years), organisations should review all aspects of their work where there might be equality-related progress or challenge.

Essentially, there is just one factor for NHS organisations to focus on within the grading process. For most outcomes the key question is: how well do people from protected groups fare compared with people overall? There are four grades – undeveloped (red), developing (amber), achieving (green) and excelling (purple).

In response to the question how well do people from protected groups fare compared with people overall, the answer is:

- Undeveloped if there is no evidence one way or another for any protected group of how people fare or ...
- Undeveloped if evidence shows that the majority of people in only two or less protected groups fare well
- Developing if evidence shows that the majority of people in three to five protected groups fare well
- Achieving if evidence shows that the majority of people in six to eight protected groups fare well
- Excelling if evidence shows that the majority of people in all nine protected groups fare well

It is recommended that when using EDS2, organisations take stock of their engagement activities, and the availability and use of evidence, once all outcomes are graded. If an organisation and its local partners believe that engagement and/or evidence has been poor, the grades for all or some of the particular outcomes can be adjusted downwards. Quite how this happens is left to local discretion. Where engagement and evidence is assessed as poor, organisations should put improvement plans in place.

# Equality Delivery System 2 (EDS2) Evidence Portfolio

## 1. Better health outcomes

The NHS should achieve improvements in patient health, patient safety and public health for all, based on comprehensive evidence of needs and results

1.1 Services are commissioned, procured, designed and delivered to meet the health needs of local communities

**How does the organisation design/procure/commission services which are appropriate to its local population? Please give examples**

Protected characteristics	Equality objective/Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading
All	Embed monitoring into all service contracts to ensure that the Equality Delivery System is an integral part of all provider contracts and that the services we commission meet the needs of the whole community. Ensures that people are treated with dignity and respect.	These are good examples of equality work in commissioning – the CCG will continue to work in this way.	<ul style="list-style-type: none"> <li>The procurement process contains a robust equality and human rights element at both the PQQ and ITT stages. The CCG has procured new services this year and has required evidence of strong equality and human rights provision including, but not limited to, interpreting and translation, staff support and showing due regard to the Equality Act.</li> <li>Equality Analysis has been carried out on new and revised services</li> <li>Joint Strategic Needs Assessment (JSNA) carried out in March 2015 and updated annual in the Officer of Public Health Annual Report - looks at a wide range of data and information to identify the key issues for people living in the county. This is then used as the basis for planning, commissioning and providing services to meet their needs.</li> <li>A sense check has taken place on existing priorities within the 2 year operational plan (Commissioning Intentions)</li> <li>The Patient Council was established in March 2015 and continues to meet with work being undertaken on widening participation.</li> <li>Lincolnshire East CCG Listening Clinics in Primary Care commenced in November 2015 and will be trialling in care homes in 2017</li> </ul>	These processes ensure that patients receive an equal and fair service from all providers, whether they be NHS organisations or private contractors and that the CCG listens to, and takes note of, patients' views.	GREEN January 2017  2016 Grading - green

## 1.2 Individual people's health needs are assessed and met in appropriate and effective ways

**How does the organisation ensure individual health needs are met effectively? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
Age, disability, gender, sexual orientation, carers	Develop locality-based projects to address the local needs highlighted in the Joint Strategic Needs Assessment, such as work with older adults in East Lindsey to improve health outcomes with particular emphasis on COPD, stroke and falls and work with new arrival communities and women in the Boston area to improve take-up of screening initiatives. Ensures that people have their say on matters that affect them. Gives autonomy.	This is a good portfolio of work. In order to continue to expand the CCG will develop further targeted work with protected characteristics.	<ul style="list-style-type: none"> <li>Families and carers – practices have carers lists but we want to understand whether carers think there's a point in being on this list – i.e. what do they get out of it? Can they access training etc? The CCG has signed up to the Carers Charter</li> <li>Patient council agreed the CCG's Communication, Engagement and Quality Strategies.</li> <li>The Patient Council met regularly this year and is undertaking a restructure to expand attendance and to make the Council more representative of patients</li> <li>process of developing and delivering commissioning intentions via stakeholder events.</li> <li>Quality team site visits take place with provider organisations on a regular basis, including unannounced visits, themed visits and follow up meetings to improve performance.</li> <li>The Quality and Patient Experience Committee – monitors provider performance against quality standards (e.g. CQUIN and Quality Schedule) including monitoring of protected characteristics, i.e. gender Same Sex accommodation.</li> <li>The CCG collects various patient experience information such as patient stories (regularly presented at Governing Body), reviews of national CQC patient experience reports, GP patient Survey, Healthwatch reports, complaints, MP letters, patient feedback via PC and ViewPoint and readers panel, PALs and Friends &amp; family test</li> <li>Specific events have been undertaken to listen to disabled people and their families and carers</li> <li>A conference was held with the local LGBT population to hear their views on access to healthcare</li> <li>Continued work has been undertaken to improve dementia services, building on the success of the previous year</li> <li>Work has begun on developing a young persons patient council</li> </ul>	Improved services for people with dementia, for carers and families and for young people. Improved access to inclusion and widening participation via the Patient Council and patient stories.	<p><b>GREEN</b> January 2017</p> <p>2016 grading – amber</p>

### 1.3 Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed

**How does the organisation ensure patients and carers are well-informed when moving between services/care pathways? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	<p>Embed monitoring into all service contracts to ensure that that the Equality Delivery System is an integral part of all provider contracts and that the services we commission meet the needs of the whole community.</p> <p>Ensures that people are treated with dignity and respect and gives utonomy</p>	<p>Excellent work has been carried out to date. In order to achieve a green grading, the CCG needs to undertake some research to see how different protected groups fare when transitioning between services as there is not enough evidence to show that at least 5 protected groups fare well.</p>	<ul style="list-style-type: none"> <li>• LHAC programme and the Sustainable Transformation Plan –The CCG continues to work in partnership with Lincolnshire health and care organisations on the programme to create integrated care for residents across the county</li> <li>• A Neighbourhood Team Care Navigator role has been created as part of neighbourhood teams to support the MDT meetings, ensuring relevant information is shared with the appropriate professionals which will:               <ul style="list-style-type: none"> <li>○ Bring together care workers across the area to share expertise</li> <li>○ Review complex cases and develop coordinated care plans for those individuals</li> <li>○ Highlight issues and blocks to integrated working. The Neighbourhood Team also has a discharge sub-group. The CCG has a directory of services to help patients navigate through the system.</li> </ul> </li> <li>• The CCG are meeting with the LA to discuss quality monitoring in care homes and set up working agreements and clear roles and responsibilities in Care Home Quality Monitoring.</li> <li>• The CCG attend a steering group to discuss Quality in Care Homes that is attended by all 4 CCG's in Lincolnshire, CQC, LA, Public Health, CHC and Safeguarding.</li> <li>• A meeting and links have been set up with LINCA who represent care homes in Lincolnshire and provide the training and workforce development for care homes.</li> <li>• The Lincolnshire Care Portal has been trialled for launch in January 2017</li> <li>• The Accessibilty Checklist has been developed for GPs to use when referring patients</li> </ul>	<p>Patients will have a seamless transition between services</p>	<p>AMBER January 2017</p> <p>2016 grading – amber</p>

**1.4 When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse**

**How does the organisation ensure patient safety is a priority and ensure patients are free from mistakes/mistreatment/abuse? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps		Impact	Grading [Date]
All	Embed monitoring into all service contracts to ensure that that the Equality Delivery System is an integral part of all provider contracts and that the services we commission meet the needs of the whole community. Freedom from degrading and inhumane treatment	The CCG will continue to develop work with the Federated Risk Team to evidence work for specific groups of people with protected characteristics.	<ul style="list-style-type: none"> <li>• Patient Safety reports are monitored via the QPEC meeting – safety thermometer information, falls, number of harms, never events, healthcare associated infection (MRSA CDiff etc.), ambulance turnaround times, ambulance response times, waiting times (A&amp;E, Cancer), patient feedback, complaints, patient experience reports.</li> <li>• Monthly patient safety meetings with providers.</li> <li>• Monthly risk management meetings with providers.</li> <li>• Safeguarding Report.</li> <li>• The CCG meets continuing healthcare weekly to ensure that follow up meeting are done in a timely manner and CHC reports come to each QPEC meeting.</li> <li>• QPEC monitors responses to national issues and their local implementation (e.g. Francis, Winterbourne etc.)</li> <li>• The federated risk team puts together a robust approach to incident reporting including:               <ul style="list-style-type: none"> <li>○ Monthly review meetings with provider organisations</li> <li>○ Patient safety meetings with large providers to pick up and deal with trends</li> <li>○ Processes to rapidly report, review and challenge serious untoward incidents</li> <li>○ Relationships with colleagues in Safeguarding to share concerns</li> <li>○ Monthly risk management meetings which also check clinical compliance</li> <li>○ Health professional feedback monitoring</li> <li>○ Monthly reports to the Executive Nurse</li> </ul> </li> <li>• The CCG has also signed up to the “Sign Up to Safety” pledge and has a Datix system in place to strengthen reporting of incidents in primary care.</li> </ul>	Patients receive high quality care and are less likely to experience mistakes, mistreatment and abuse.	<p><b>GREEN</b> January 2017</p> <p>2016 grading – green</p>

## 1.5 Screening, vaccination and other health promotion services reach and benefit all local communities

**How does the organisation work in partnership to support health promotion in its local communities? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
Age, race, gender	Develop locality-based projects to address the local needs highlighted in the Joint Strategic Needs Assessment, such as ... take-up of screening initiatives.	Excellent work has been carried out to date in the areas of age, race and gender. In order to improve to a green grading, the CCG will focus work on other protected groups.	<ul style="list-style-type: none"> <li>Update of vaccinations is monitored via QPEC and engagement takes place to encourage people getting vaccinated via social media and messages on the CCG website.</li> <li>Engagement carried out with workers from the A8 communities – Bakkavor factory, Old Leake, Boston. Promotion of GP registrations, alongside public health. Events had health promotion stands, healthy eating and health checks carried out by a pharmacist. This work has been further developed and Bakkavor now register new staff with their local GP as part of their induction.</li> <li>There has been a bowel scope screening exercise in East Lindsey and joint work with NHS England and Public Health colleagues to improve uptake of immunisations and work with patients with AS in the community and others.</li> <li>Vaccination steering group commenced</li> </ul>	Higher numbers of people have access to screening and diagnostics	<p><b>AMBER</b> January 2017</p> <p>2016 grading – amber</p>

## 2. Improved patient access and experience

The NHS should improve accessibility and information, delivering the right services that are targeted, useful and useable in order to improve patient experience

2.1 People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds

**How does the organisation ensure all people can access healthcare services where no one is discriminated against and denied access on unreasonable grounds? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	<p>Embed monitoring into all service contracts to ensure that that the Equality Delivery System is an integral part of all provider contracts and that the services we commission meet the needs of the whole community.</p> <p>The right of non-discrimination</p>	<p>This is well supported by the CCG. To further improve access, the CCG will develop processes to audit accessibility of NHS and other provider premises and take up of services by people with protected characteristics.</p>	<p>Patient monitoring is required of provider organisations and is reviewed to ensure accessibility of services</p> <p>A primary care (GP) accessibility audit has been undertaken.</p> <p>The CCG uses and promotes Language Line and has leaflets available in a range of different languages.</p> <p>Boston GP practices have staff able to speak numerous eastern European languages.</p> <p>The CCG undertakes Equality Analysis for all policies and service reviews.</p> <p>The CCG has pain management interviews - to inform service redesign</p> <p>Provider compliance with national guidelines and clinical standards is monitored via the federated risk management team</p> <p>Work has been undertaken with Public Health to ensure population demographics are included in Equality Analysis to ensure the process is robust.</p>	<p>Patients have access to information and support around access to services and this is monitored and analysed.</p>	<p>GREEN January 2017</p> <p>2016 grading – green</p>

## 2.2 People are informed and supported to be as involved as they wish to be in decisions about their care

**How does the organisation ensure that people are at the centre of the decisions about their care? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All		<p>A lot of work has been carried out around patient experience. In order to progress further, the CCG will actively seek out experience information from people with protected characteristics and carry out work to promote choice.</p>	<p>The CCG collects various patient experience information such as patient stories, review of national CQC patient experience reports, GP patient Survey, Healthwatch reports, complaints, MP letters, patient feedback via PC and ViewPoint and readers panel, PALs and Friends &amp; family test.</p> <p>The CCG launched a patient council to support a two-way flow of information between patients and the CCG and to have external scrutiny of the work of the CCG and is continuing to widen participation.</p> <p>Work has been undertaken around Lincolnshire Health and Care focussing on under-represented groups as well as focussing on Maternity services.</p> <p>Engagment has been undertaken as part of an Equality Analysis into medicines management and focussed on Children's Centres and families on low incomes.</p> <p>Engagement work has been carried out with Commuity Audiology to ensure equity of services in rural areas.</p>	<p>The CCG has access to a range of information and is able to react to any issues or trends that may arise.</p>	<p><b>GREEN</b> January 2017</p> <p>2016 grading – amber</p>

## 2.3 People report positive experiences of the NHS

### How does the organisation engage and involve people to listen to their views of the NHS? Please give examples

Protected characteristics	Equality objective/Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	N/A	<p>Patient experience is well collected and documented. In order to progress to a green grading, the CCG will actively work with groups representing people with protected characteristics in order to gain insight into their experiences.</p>	<ul style="list-style-type: none"> <li>• Demographics are collected for CQC patient experience reports so that the CCG can ascertain any areas where patients are not responding.</li> <li>• National patient experience questionnaires are available in other languages.</li> <li>• Event feedback form has demographic information included.</li> <li>• ViewPoint and Readers' Panel information is demographically collected. The CCG has a new objective to widen participation in this area and to engage with a wider range of groups.</li> <li>• Listening events are carried out on a regular basis and also promoted everywhere and sent out to stakeholder database which contains information on groups which support people to become involved.</li> <li>• The CCG is beginning work to engage with children with disabilities</li> <li>• Continued work is being undertaken with the development of the stakeholder database and improving working relationships with third sector organisations to enhance positive relations</li> <li>• A Disability Listening event has been held to promote the Accessible Information Standard and feedback from that event will be included in the 2017 equality action plans.</li> </ul>	<p>The CCG has access to a range of information and is able to react to any issues or trends that may arise.</p>	<p><b>GREEN</b> January 2017</p> <p>2016 grading - amber</p>

## 2.4 People's complaints about services are handled respectfully and efficiently

### How does the organisation handle and monitor complaints ensuring action is taken? Please give examples

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All		<p>Access to information about how to complain is good. In order to continue to improve, the CCG will carry out a campaign targeting protected groups to get assurance that more marginalised groups know how to comment or complain.</p>	<ul style="list-style-type: none"> <li>• The complaints service that is provided for the CCG is governed by statutory legislation (the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009). All staff working within the Complaints and Customer Care Team are Band 4 or above; with one of the core competencies as identified within ASPIRE as Customer Focus "I am professional and responsive to the needs of internal and external customers" which would include responding to individual needs – staff are encouraged to save some supporting evidence for this area. All complaints are handled by following due process and in an individual manner, which is how it should be.</li> <li>• All complaints are handled as follows:               <ul style="list-style-type: none"> <li>○ Complaints to be made by a representative, with the appropriate patient consent</li> <li>○ All complaints are acknowledged within three working days All acknowledgement letters include contact details for the advocacy service, who can provide support to patients or their representatives, according to individual needs or requirements</li> <li>○ An individual management plan is agreed with each complainant; this includes a timeframe for responding, allowing for appropriate and full investigation to be undertaken</li> </ul> </li> <li>• All information including leaflets, letters, reports, forms can be provided in various formats, such as braille, alternative fonts, Easy Read, and translation services can be provided.</li> <li>• Complaint investigation outcomes can also be provided to complainants at a face to face meeting.</li> <li>• individual basis</li> <li>• Management plans are agreed with complainants on a case by case basis</li> <li>• Staff are experienced in assessing and understanding individual requirements and tailor individual management plans according to the overall needs of the individual needs Working with some of the CCG Customers in the further development of CCG complaints information that will be available in various formats and will include complaints information for vulnerable children and adults and how they can make a complaint.</li> </ul>	<p>People know how to complain and are supported to do so.</p>	<p><b>GREEN</b> January 2017</p> <p>2016 grading – amber</p>

### 3. A representative and supported workforce

The NHS should support the diversity of its workforce (whether paid or non-paid) to improve the quality of their working lives, enabling them to better respond to the needs of patients and local communities

#### 3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels

**What systems and processes are in place for fair recruitment at the organisation at all levels? Please give examples**

**How is the recruitment and selection process monitored and evaluated? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	Support our staff and focus recruitment to ensure that our workforce represents the community we serve. The CCG has a relatively small number of staff, hence it is difficult to provide robust statistical information without inadvertently identifying individuals. However, in order to further improve, the CCG will report on equality in recruitment as part of its equality reporting.	The CCG has a relatively small number of staff, hence it is difficult to provide robust statistical information without inadvertently identifying individuals. However, in order to further improve, the CCG will report on equality in recruitment as part of its equality reporting.	The CCG uses NHS Jobs to recruit staff and requests monitoring information at applicant stage so that the profile of applicants and successful candidates can be reviewed and appropriate action taken should there be any discrepancies Although the CCG undertakes a review of applicants, the fact that it is a small organisation (roughly 30-40 staff) means that the numbers do not make a statistically significant sample. The CCG is a Mindful Employer and a Disability Symbol (two ticks) holder. The CCG gets the rights staff with the right skills in the right place at the right time. The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations	The CCG gets the rights staff with the right skills in the right place at the right time.	GREEN January 2017  2016 grading – green

#### 3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations

**How does the organisation demonstrate its commitment to equal pay for equal work and how is this monitored and evaluated? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	N/A		The CCG uses Agenda for Change pay scales and job descriptions are evaluated using this process.  The CCG has undertaken a gender pay audit and has published the results	Staff are paid on an equal basis for work of an equal value	GREEN January 2017  2016 grading - amber

<b>3.3 Training and development opportunities are taken up and positively evaluated by all staff</b>					
<b>How does the organisation support the development and training needs of its staff? Please give examples</b>					
<b>How does the organisation monitor the effectiveness of training through feedback from staff? Please give examples</b>					
<b>Protected characteristics</b>	<b>Equality objective/ Human Rights</b>	<b>Information and next steps</b>	<b>Evidence (What has actually been done/achieved?)</b>	<b>Impact</b>	<b>Grading [Date]</b>
All	Ensure that staff have training on the protected characteristics	Information from the staff survey indicates that staff are happy with the training they receive	Equality and Diversity training has been delivered  Uptake of training is monitored and reports go to the Risk and Governance Committee. Training is provided in a range of formats, including e-learning and face-to-face.	Staff understand their rights and responsibilities in relation to equality  Staff have access to the training they need to undertake their role.	GREEN January 2017  2016 grading - green
<b>3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source</b>					
<b>What systems and processes are in place to ensure that organisation's staff are not exposed to abuse/harassment/bullying/violence at work? Please give examples</b>					
<b>Protected characteristics</b>	<b>Equality objective/ Human Rights</b>	<b>Information and next steps</b>	<b>Evidence (What has actually been done/achieved?)</b>	<b>Impact</b>	<b>Grading [Date]</b>
All	Freedom from degrading and inhumane treatment	Information from the staff survey indicates that staff have experienced some harassment from the public – bullying and harassment training has been undertaken and staff have been reminded of the process of reporting harassment and the support available.	The CCG has an anti-bullying and harassment policy. The disciplinary process would be used in any reported case of bullying on the part of another member of staff. An incident reporting process is in place for staff to report bullying and harassment on the part of patients or the public.  Bullying and harassment training has been undertaken which includes issues around bullying because of a protected characteristic.	Staff feel able to raise issues of bullying and harassment at work.	GREEN January 2017  2016 grading – amber
<b>3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</b>					
<b>How does the organisation facilitate a work-life balance and ensure flexible working options are available for all staff? Please give examples</b>					
<b>Protected characteristics</b>	<b>Equality objective/ Human Rights</b>	<b>Information and next steps</b>	<b>Evidence (What has actually been done/achieved?)</b>	<b>Impact</b>	<b>Grading [Date]</b>
All	N/A	Staff are well aware of their right to request flexible working and many staff already work flexibly	The CCG has a flexible working policy and requests to work flexibly are dealt with on an individual basis.	Staff feel able to request flexible working and there is an improvement in work-life balance	GREEN January 2017  2016 grading - green

**3.6 Staff report positive experiences of their membership of the workforce**

**How does the organisation engage with its employees and use their feedback constructively and positively to improve morale and experience?  
Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
	Support our staff and focus recruitment to ensure that our workforce represents the community we serve.	The CCG has improved its equality questions on the staff survey in 2016	<p>The CCG has undertaken a staff survey, which has been analysed and reported on</p> <p>The CCG has a monthly team meeting and one-to-ones take place on a regular basis. Appraisals/staff development reviews are undertaken annually.</p>	Staff have the opportunity to give their views on working for the CCG.	<p><b>GREEN</b> January 2017</p> <p>2016 grading - amber</p>

## 4 Inclusive leadership

NHS organisations should ensure that equality is everyone's business with everyone taking an active role

### 4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations

**How has the organisation's senior management and governing body promoted equality throughout the organisation and the local health economy? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	N/A	In order to progress to a green grading, the CCG will continue to provide training for the Governing Body and senior staff and will develop a programme of equality mentoring for senior staff.	There is an equality champion represented at Governing Body meetings.	The senior management of the organisation provides leadership in equality and human rights.	AMBER January 2017

### 4.2 Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed

**What processes are in place to demonstrate that the organisation's decision making committees have considered equality relating impacts? Please give examples**

Protected characteristics	Equality objective/Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	N/A	<p>The equality impact section of the front sheet has been strengthened and is beginning to be used.</p> <p>In order to continue to improve, the Governing Body equality champion will challenge the use of the equality impact section on the front sheet</p>	The Governing Body front sheet contains a section to report on equality impact on each paper, as do the QPEC, Risk and Governance and other committees.	The Governing Body are made aware of any equality implications of the papers they receive	GREEN January 2017

**4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination**

**How does the organisation ensure managers proactively engage with their staff to value diversity and so creating an inclusive working environment? Please give examples**

Protected characteristics	Equality objective/ Human Rights	Information and next steps	Evidence (What has actually been done/achieved?)	Impact	Grading [Date]
All	Freedom from discrimination	In order to continue to improve, the CCG will undertake the Disability Confident award (the successor to the Disability Symbol)	The CCG has a stated commitment to equality and inclusion and all staff are required to undertake equality training. The CCG is a Mindful Employer and a Disability Symbol holder and is working towards the Carers Charter The Appraisal process has been reviewed to include equality issues	Staff are aware of their rights and responsibilities with respect to equality and human rights.	GREEN January 2017