Wirral Clinical Commissioning Group Equality Delivery System Report 2019

1. Introduction

This report outlines NHS Wirral Clinical Commissioning Group's approach to and performance against the Equality Delivery System (EDS) Grading Assessment for 2018/19.

2. Background

In April 2015, EDS2 implementation by NHS provider organisations was made mandatory in the NHS Standard Contract. EDS2 implementation is also explicitly cited within the CCG Assurance Framework, and will continue to be a key requirement for all NHS clinical commissioning groups.

EDS2 is a performance management tool that is used to help NHS organisations review, assess and improve their performance for both staff and service users from protected characteristic groups which are protected under the Equality Act 2010.

EDS2 also supports the clinical commissioning group in meeting its Public-Sector Equality Duty (PSED). There are 4 goals of EDS2 and 18 outcomes within these goals. Organisations can select which goal(s) they would like to review each year. Evidence is collected, and this is then assessed by a group of relevant stakeholders.

2. Our local approach to EDS2

EDS2 has the flexibility for organisations to be able select which goal (s) and services they wish to assess.

EDS Goals
1. **Better health outcomes**
3. **Improved patient access and experience**
3. **A representative and supported workforce**
4. **Inclusive leadership**

This year we have focussed on goals 3 & 4. These two goals are about the organisation, its workforce, the culture and its leadership.

The following process was followed as part of the assessment;

1. Agreed the governance and leadership commitment for EDS2

2. Agreed which goals to focus upon
3. Identified relevant stakeholders (staff)
4. Researched and collated the evidence
5. Invited a peer assessment of the evidence from Equality and Inclusion Business Partners from neighbouring clinical commissioning groups
6. Discussed and analysed the organisation's performance in a workshop with clinical commissioning group staff
7. Agreed the grades
8. Identified improvement actions / next steps

In line with submission requirements to NHS England the review, assessment and reporting against goals 3&4 is subject to the timescale outlined below;

- Evidence gathering: October and November 2018
- Grading session: December 2018
- Report completed: January 2019
- Report presented to Quality and Performance Committee February 2019
- EDS2 return submitted to NHS England: February 2019

Detailed evidence was gathered in support of goals 3&4 and can be viewed in appendix 1 (attached). This evidence has subsequently been 'peer assessed' by two of Midlands and Lancashire Commissioning Support Unit's Equality and Inclusion Business Partners – who have graded the evidence against the outcomes In accordance with the following grades;

- ***Underdeveloped*** – *nothing is in place*
- ***Developing*** – *some things are in place but sometimes things get missed*
- ***Achieving*** – *there's plenty in place to be able to identify any issues*
- ***Excelling*** – *The CCG goes above and beyond what it is expected to do*

The outcome of the peer assessment was **Achieving** against 5 outcomes and **Developing** against 3. In order to verify the grades determined by the peer assessment process an interactive 'EDS Grading Session' was carried out with a panel of staff (see details in appendix 2 attached).

A presentation was delivered by the Equality and Inclusion Business Partner as an overview and then evidence in relation to each goal and outcome was presented, discussed and assessed by the group.

At the grading session, participants were asked to review evidence presented in support of the clinical commissioning group's performance against each goal and provide feedback on the grading of outcomes from each goal in line with the evidence presented.

4. Goals, Outcomes and evidence

Goals 3 and 4 have specific outcomes about the infrastructure, culture, environment and policies and processes of the organisation. Evidence was collected from across the organisation against these outcomes.

Goal 3 – A representative and supported workforce

- 3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels
- 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
- 3.3 Training and development opportunities are taken up and positively evaluated by all staff
- 3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source
- 3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives
- 3.6 Staff report positive experiences of their membership of the workforce

This outcome supports the delivery of the following national policies and initiatives:

• NHS Constitution staff rights: "The rights are there to help ensure that staff are treated fairly, equally and free from discrimination"

• The principles, objectives and requirements of the Human Resources Transition Framework (2011)

EDS Goal 4 - Inclusive leadership

- 4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond
- 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 within their organisations
- 4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination

This outcome supports the delivery of the following national policies and initiatives:

• NHS Constitution principle: "The NHS provides a comprehensive service, available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status"

5. Overview of Grading

Below are the grading results and summary comments. Actions that came out of the workshop discussion are captured in next steps (7).

Goal 3 – A representative and supported workforce

Outcome	Grade
3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels It was felt that having a value-based interviews process in place was a key factor is reaching this grade. An action to take forward was to monitor equality data and to better understand the demographic profile of the CCGs workforce.	
3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay Audits in place to help fulfil legal obligations. NHS Agenda for Change is robust and firmly embedded.	
3.3 Training and development opportunities are taken up and positively evaluated by all staff It was suggested that improvements could be made if there was partnership working with the local authority. A key action was to progress with a training needs analysis and to identify gaps through the appraisal system.	
3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source It was felt that more in depth work was needed in order to assess how staff felt about this and what their experiences had been. Action to take forward – include a question on this issue in a staff survey	
3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives It was felt that managers supported flexible working through active implementation of HR policies. It was acknowledged that the organisation supports flexible working but it was felt that a question in a staff survey would give further understanding as to whether this was transparent and consistent.	
3.6 Staff report positive experiences of their membership of the workforce	

Outcome	Grade
Although the agreed grading was that the organisation was achieving at this outcome, it was felt that a question should be asked within a staff survey to provide evidence and to inform actions for improvement.	(green)

Goal 4 - Inclusive leadership

Outcome	Grade
4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations It was agreed that in relation to this outcome the organisation is on the higher end of achieving. Work undertaken over the past year, such as the Urgent Care Consultation has shown the strong leadership in relation to equality, being sensitive to the needs of the community, being responsive to the Equality Impact Assessment and being transparent.	(green)
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 It was agreed that this was on the higher end of developing and that there had been much improvement over the last year. The EIA process is firmly in place. An action to take forward was to include a question within a staff survey.	(amber)
4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination It was felt that some things where in place but that without more evidence, how did we know? An action to take forward was include a question within a staff survey	(green)

6. Conclusion

The EDS2 process enabled the Clinical Commissioning Group to look closely at the policies, procedures, practices and culture of the organisation and how these impact on and support staff. It highlighted that the organisation had made significant improvements in relation to equality and inclusion and that processes such as Equality Impact Assessments have been embedded into the work of the organisation.

The response of the staff group and peer assessors to the process was highly positive. In terms of the overall grading, Wirral Clinical Commissioning Group are mainly *achieving,* with 3 outcomes graded as *developing*.

This means that overall there are **"*plenty of things in place to address any issues which may arise".***

The key outcome of using EDS2 was that a staff survey would be a good way to progress.

7. Next Steps

The following actions are proposed as next steps;

- To develop a staff survey to enable a better understanding of some of the issues identified when discussing the workforce outcomes
- To better understand the demographics of the workforce
- To engage with partnership working with the local council around staff training and development
- To identify our EDS2 goals for 2019 - 2012