

NHS Liverpool CCG
EQUALITY & DIVERSITY ANNUAL
REPORT
2017-2018

Contents

1.0 Foreword & Introduction	3
1.1 Due regard and equality analysis reports	
2.0 Equality Delivery Systems 2 (EDS2)	4
2.1 Local Approach to EDS 2	
2.2 How did we do?	
3.0 Equality Objective Plan 2016/19	6
4.0 Monitoring Equality Performance with key NHS providers	7
5.0 Equality and the Workforce	7
5.1 EDS 2 and the workforce	
6.0 Governance	8
7.0 Conclusion	8
8.0 Appendices	
Appendix 1 - CCG EDS 2 grades	9
Appendix 2 -Equality objective Plan 2012/2020	11
Appendix 3 - EDS 2 Provider performance	23
Appendix 4 - E&D Workforce Plan	25

Foreword

There is clear evidence that people's health, their access to health services and experiences of health services are affected by their age, gender, race, sex, sexual orientation, religion/belief, transgender, marital/civil partnership status and pregnancy/maternity status.

NHS Liverpool Clinical Commissioning Group (LCCG) strives to commission services that meet the needs of our communities in relation to access and outcomes for patients and we understand that this is more important than ever given the unprecedented financial pressures that the NHS currently faces and the challenges outlined in the 5 year forward view.

Liverpool CCG's Lay Member for Patient and Public Engagement

1.0 Introduction

This document is the CCG's annual Equality & Diversity Report which sets out how the CCG is working with the Equality Act 2010 and in particular paying 'due regard' to the Public Sector Equality Duty's (PSED) three objectives to:-

1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Protected characteristics include; age disability, gender reassignment status, religion or belief, sex, sexual orientation, marriage and civil partnership status.

This document outlines the CCG's approach to embedding Equality & Diversity within the organisations via the EDS 2 toolkit, setting Equality Objectives, monitoring the equality performance of our key NHS providers, ensuring our workforce are supported and engaged and that we have robust processes in place to consider our Public Sector Equality Duty (PSED) when we are making commissioning decisions. The report also outlines our strategy and plans to ensure we have strong engagement with people who share protected characteristics.

1.1 'Due regard' and equality analysis reports

"Due regard" is a legal requirement and means that the Governing Body of the CCG has to give *advanced* consideration (consider the equality implications of a proposal before a decision has been made) to issues of 'equality and discrimination' before making any commissioning decision or policy that may affect or impact on people who share protected characteristics. It is vitally important to consider equality implications as an integral part of the work and activities that the CCG does.

'Due regard' can only be paid in the main by the Governing Body; officers can only support this process by developing information and presenting views to the Governing Body. The reports that go to the Governing Body are Equality Analysis reports – commonly known as Equality Impact Assessments (EIAs).

The reports will test the proposal and say whether it meets PSED and ultimately complies with the Equality Act 2010. LCCG is under a statutory duty to comply with The Equality Act 2010. Recommendations will be part of the reporting process, the Governing Body in making decisions have to consciously take into consideration the content of the reports as part of their deliberations and decision making process. Failure to do this would be grounds for Judicial Review.

Equality Analysis reports cannot be done after a decision is made as this is unlawful and could be grounds for Judicial Review.

LCCG is becoming stronger at developing and delivering Equality Analysis reports and linking them to the current change programme.

Equality Analysis reports have to consider the effect or impact of any change to policy, practice or procedure against all the protected characteristics this means that there has to be a strong link to the consultation and engagement process in order to identify different peoples perspectives and concerns.

Training has been given to all staff making them aware of the process and there are strong support mechanisms in place to help staff and the organisation to develop and deliver timely and accurate reports

2.0 Equality Delivery Systems (EDS2)

LCCG adopted the Equality Delivery System (EDS2) as the performance toolkit to support demonstrating compliance with the Public Sector Equality Duty (PSED). The Equality Delivery System (EDS2) is a toolkit that can support the CCG to improve the services provided for the local communities, consider health inequalities in the city and provide better working environments, free of discrimination, for those who work within the NHS.

The EDS 2 has four key goals (with 18 specific outcomes); **achieving better outcomes, improving patient access and experience, developing a representative and supported workforce and finally, demonstration of inclusive leadership**. Each of these goals can be assessed and a grading applied to illustrate progress in achieving the outcomes and the involvement of the communities and organisations which represent the views of people with protected characteristics. The grading's available are as follows:

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

2.1 The local approach to EDS 2

Over the last two years, the CCG adopted an innovative approach to delivering the EDS 2 Toolkit; engaging with national, regional and local organisations who represent the views of people and communities who share protected characteristics. LCCG undertook one-to-one meetings, workshops, interviews, briefings and research with partner organisations and stakeholders including to name but a few: Healthwatch Liverpool, The Race Equality Foundation, Deaf Health Champions (Sick of It Report), In Trust Merseyside, Age Concern, Black Minority Ethnic Community Development project. A range of organisations from across the city attended an Equality in Healthcare event - a community perspective on the 24th February 2017 and commented on the toolkit and Equality Objective Action Plan. The CCG also identifies equality issues via patient experience from CCG community engagement, complaints and other sources of intelligence. This enable the CCG to understand the 'barriers' communities across protected characteristics face and enable the CCG to improve access and outcomes. A direct result of the EDS 2 exercise is to ensure issues are addressed in the CCG's Equality Objective plan (Appendix 2)

The CCG recognises that patients and staff who share certain protected characteristics are less likely to complain, complete NHS surveys or access community networks to provide their feedback and this level of engagement with stakeholders will ensure that the entrenched barriers communities face in relation to accessing healthcare services are understood and mitigated as part of the CCG's strategic and operational programmes, including One Liverpool. Meeting and understanding the needs of people is essential to remove disadvantage and advance equality of opportunity, so the CCG will continue to endeavour to address these issues through mainstream plans, changing service specifications, the way the CCG monitors NHS providers, business plans and strategies, procurement activity, contract monitoring and discussions with key partners including NHS England, the Local Authority and community, voluntary and faith sectors.

The EDS2 findings identified a range of actions for the CCG's Equality Objective Plan and EDS 2 grading. This process also informed the preparation of the CCG's *EDS2 Summary Submission* to NHS England for 2016/2017, which explains some of the CCG's processes.

The CCG's performance and grades over the last two years have progressed from 'developing' status across all outcomes to 'achieving' status for six outcome areas and this demonstrates the CCG is improving access in some areas. The NHS is facing unprecedented challenges in a time when health inequalities are widening and it is essential to continue to address these issues.

The EDS2 assessment for the CCG can be viewed in **Appendix 1** below and each goal is presented alongside the national EDS 2 grading achieved by the CCG.

3.0 NHS Liverpool CCG Equality Objective Plan 2017/2020 (Appendix Two)

As a direct result of EDS 2 the CCG has developed a SMART long term Equality Objectives Action Plan, which will enable the CCG to address barriers through mainstream plans including - changes to specifications, business plans and strategies, improving procurement activity and processes, changing quality contract monitoring and enabling improved information and intelligence exchange with key partners including NHS England, the Local Authority and Community, Voluntary and Faith Sector

Some of the key priorities on the plan to address this year include:

- Focusing on a number of key issues in 2018/19 including meeting the communication, information needs of Deaf people and people with hearing impairments.
- Ensure that needs of transgender community are met across the city.
- Work collaboratively with secondary care providers on implementing the EDS 2 toolkit across Merseyside and working together on supporting a more inclusive workforce and healthcare system.
- Work closely with other key stakeholders on improving translation and interpretation services to support General Practice to improve its capacity to meet the accessible information standard.
- Work in close partnership with providers on improving how NHS services carry out reasonable adjustments for patients
- Ensure the CCG pays 'due regard' and considers PSED

The CCG's current equality objectives are:-

- To make fair and transparent commissioning decisions;
- To improve access and outcomes for patients and communities who experience disadvantage
- To improve the equality performance of our providers through robust procurement and monitoring practice
- To empower and engage our workforce

The Objective Plan has mapped the Objectives, EDS 2 outcomes and Public Sector Equality Duties to each action area.

4.0 Monitoring the Equality & Diversity performance of our key NHS providers

During the year the CCG collaborated with neighbouring CCGs to ensure that contracts with key local NHS providers include requirements to achieve and improve equality and diversity standards, including through the Equality Delivery System.

Providers over 2016/17 were expected to:

- Agree a Smart Equality Objectives Plan;
- Complete an EDS assessment
- Provide evidence of compliance with Equality Act 2010 specific duties (including the Workforce Race Equality Standard)
- Only take decisions about service redesign after an equality analysis or equality impact assessment has been carried out to demonstrate due regard of the PSED
- Provide data on the use of translation and interpretation service

5.0 Equality & Diversity and the Workforce

The CCG is committed to developing a representative and supported workforce and specifically considers equality and diversity for staff. The CCG aims to ensure that there are fair and equitable employment and recruitment practices as well as holding up to date information about the CCG's workforce. In early 2018, the CCG's Human Resources committee received the Workforce Equality and diversity plan in **Appendix 4** below which will ensure the CCG is cognisant of Equality Duties and the Workforce Race Equality Standard and that the relevant committees scrutinise the data available to them and ensure the CCG values diversity and advance equality of opportunity for our staff.

5.1 Workforce and EDS 2

A key part of EDS 2 (Goal 3) assessment focusses on workforce and for the majority of outcomes the CCG is graded as developing to achieving status. These grades can be viewed in **Appendix 1**. By rolling out the Equality Workforce Plan over the next year it is intended to progress to **achieving** across all EDS 2 workforce outcomes.

5.2 Staff Training

Staff working within the CCG undertake annual equality and diversity training. The training is designed not only as an introduction to diversity and cultural awareness, but also as a practical guide to making organisational culture an inclusive one. It combines a focus on personal and organisational beliefs, values and behaviours and the impact they have in interactions in the workplace, internally and externally. Furthermore all staff within the CCG including commissioning programme leads, contract and procurement staff, finance, governing body members within the CCG have received specific training on Equality Acts

2010, Public Sector Equality Duty in 2016 and receive on going one to one support to complete Equality Impact assessments.

6.0 Governance and accountability

The Head of Contracts, Procurement and Business Intelligence and the Chief Operating Officer will be directly responsible to the Senior Management Team and Governing Body of the CCG for providing the necessary information on progress and compliance to the PSED as part of their update on equality and diversity, which is planned into the Governing Body reporting and meeting cycle.

7.0 Conclusion

The CCG will continue to strive to ensure that the services the CCG commission are accessible to all. This year's EDS2 exercise has allowed the CCG to work collaboratively with other NHS organisations across the system to enable the NHS to improve understanding of what barriers certain communities face and tackle them through mainstream processes and plans. Progress has been made against the CCG's Equality Objective Plan 2017-2020 that focuses' on the internal processes needed to improve and the actions needed to undertake to tackle barriers and disadvantages certain communities face. The CCG has made progress against its Workforce Equality & Diversity Plan which aims to build on the solid foundations that are already in place. The CCG will continue to engage with the population and staff as a whole and continue to develop strong links with members of the population and groups who represent the interests of people who share protected characteristics and ensure that their views are built into the services commissioned or the policies that are developed.

NHS Liverpool CCG is committed to reducing health inequalities, promoting equality and valuing diversity as an important part of everything that the CCG does. This document clearly describes the headline activity that has taken place and more importantly it sets out the work and approaches that need to be undertaken to advance equality of opportunity.

LCCG will continue to monitor our progress against the action plan and report annually and openly on the development of this work.

APPENDIX 1 LIVERPOOL CCG EDS 2 GRADES AND OUTCOMES

NHS Liverpool CCG EDS2: The Goals and Outcomes			Current Grade Status 2017/18	Grade status 2014-2016/17
Goal	Number	Description of outcome		
Better health outcomes	1.1	Services are commissioned, procured, designed and delivered to meet the health needs of local communities	Achieving	Developing
	1.2	Individual people's health needs are assessed and met in appropriate and effective ways	Achieving	Developing
	1.3	Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed	Developing	Developing
	1.4	When people use NHS services their safety is prioritised, and they are free from mistakes, mistreatment and abuse	Developing	Developing
	1.5	Local health information and communications reach communities	Achieving	Developing
Improved patient access and 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	Developing	Developing
	2.2	People are informed and supported to be as involved as they wish to be in decisions about their care	Developing	Developing
	2.3	People report positive experiences of the NHS	Developing	Developing
	2.4	People's complaints about services are handled respectfully and efficiently	Achieving	Developing
A representative and supported workforce	3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	Achieving	Developing
	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	Achieving	Developing
	3.3	Training and development opportunities are taken up and positively evaluated by all staff	Developing	Developing
	3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source	Developing	Developing
	3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives	Developing	Developing

	3.6	Staff report positive experiences of their membership of the workforce	Developing	Developing
Inclusive leadership	4.1	Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations	Developing	Developing
	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	Developing	Developing
	4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination	Developing	Developing

APPENDIX 2 NHS Liverpool CCG Equality Objective Plan 2017-2020

The CCGs current equality objectives are:-

1. To make fair and transparent commissioning decisions;
2. To improve access and outcomes for patients and communities who experience disadvantage
3. To improve the equality performance of our providers through robust procurement and monitoring practice
4. To empower and engage our workforce

In the last column each Objective plan action has been mapped to the LCCG Equality Objectives (above), EDS 2 18 outcomes and Public Sector Equality Duties

Protected Characteristic	Key Issue and Barrier Identified	Action and Activity	Responsible Officer	Target date	EDS Outcome PSED CCG Equality Objective
Race	Language and cultural barriers	Support the implementation of the new NHS England Translation and Interpretation Community Language Standard (T&I) Framework when it is launched in 2017	E&D Lead & Chief Operating Officer & Head of Primary Care	Awaiting launch of standard	1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4 Eliminate Discrimination Advance Equality Of Opportunity
		Identify relevant data that can support the CCG to measure T&I usage across Primary Care and identify any concerns	E&D Lead & Head of Primary Care Equality Lead	December 2018 In progress	Equality Objectives 1,2,3

		Ensure key secondary care providers continue to report on T&I usage and address any issues as set out in the Quality Contract Schedule 2017/18	Head of Quality and Chief Nurse Head of Contracts, Procurement and Business Intelligence	April 2019 On-going	
Race	Lack of understanding of which services to access and inappropriate A&E attendance	Work collaboratively with relevant community groups and health services to develop local communications to support people from BAME communities to navigate health and wellbeing services - including registration with GPs and dentists	Equality Lead	March 2019 (In progress)	2.1, 1.1 Advance Equality of Opportunity
		Ensure Specification for CCG funded Community Development (CD) BAME related project	Head of Contracts, Procurement and Business Intelligence Lead mental Health	December 2018 (In progress)	Equality Objectives 1,2

			Commissioners		
Disability / age /older citizens and young people	Lack of understanding of mental health resulting in negative attitudes and poor access and outcomes	Ensure issues identified in the EDS2 engagement activity are addressed in the CCGs Mental Health Strategy	Head of Quality and Chief Nurse	December 2017 completed	2.1,1.2, 1.3, 1.4 Eliminate Discrimination Advance Equality Of Opportunity Equality Objectives 1,2,3
Disability / age / frail elderly	Lack of understanding of reasonable adjustments by health professionals	Accessible Information Standard is embedded across the CCG and promoted across GP Practices and Secondary care	E&D Lead & Chief Operating Officer	June 2018 Completed	1.1,1.2,1.3,2.1 Advance Equality of Opportunity

	across health services	Develop a local T&I policy and awareness raising programme for the CCG and Primary Care. (Future NHS England guidance will be cross referenced into the local policy and programme)	E&D Lead & Chief Operating Officer	October 2018 Completed	Equality Objectives 1,2,3
	Implement Accessible Information Standard	Develop comprehensive reasonable adjustment guidance to support improvements in standards in Primary, Community and Secondary Care.	E&D Lead Chief Operating Officer Head of Primary Care	March 2018 completed	
	Duty to make Reasonable Adjustments	Ensure Accessible Information Standard and the need to make reasonable adjustments is monitored with the providers via the Quality Contract Schedule	CCG E&D Lead and Head of Quality and Chief Nurse	March 2017 Completed	

		Develop and distribute Reasonable Adjustment Guidance Develop communication brief on the Standard to be issued to primary care (GPs)	E&D Lead & Head of Primary Care	Completed	
Age - older citizens	Waiting times and timescales of referrals and appointments for frail elderly and older citizens living alone	Address concerns raised by age organisations in the community specifically on inappropriate appointment times in Primary and Secondary Care and present findings to the Quality Safety and Outcomes committee for mitigations	E&D Lead & Head of Quality and Chief Nurse to escalate to Cheshire & Merseyside Health Partnership	December 2018	1.1,1.2,1.3, 1.4, 2.1, 2.3, Advance Equality of Opportunity Equality Objectives 2,3
		Undertake t a base line assessment in primary care of Accessible Information standard implementation	Deputy Chief Nurse/Head of Quality & Primary Care Development	on going	

			Manager		
		Ensure Serious Incidents Policy and activity consider PSED and needs associated with protected characteristics via the Quality Safety and Outcomes committee	E&D Lead & Deputy Chief Nurse	December 2018	
Transgender	Lack of understanding of trans issues and variation in service standards	Work with Transgender collaborative group to commission services that meet the needs of the community	E&D Lead & Mental health Commissioners	March 2019	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3 Eliminate discrimination, Advance Equality of Opportunity Equality Objectives 1,2,3,4

				On- going	
Sexual Orientation & Transgender	Poorer patient experience and lack of understanding of needs across health services	<p>Develop a proposal to support and improve awareness raising of LBGT issues across the CCG, primary care and secondary care to improve access and outcomes</p> <p>Please note barriers are listed in the EDS2 engagement document</p>	E&D Lead & Primary Care Development Officer	March 2019	<p>1.1, 1.2, 1.4 Eliminate Discrimination Advance Equality of Opportunity</p> <p>Foster Good Community relations</p> <p>Equality Objectives 1,2,3,4</p>

<p>Pregnancy & Maternity</p>	<p>Barriers will be identified via the maternity services review pre and post Equality Assessment process</p>	<p>Barriers will be identified via the maternity services review pre and post Equality Assessment process – in line with One Liverpool and work of the Cheshire and Merseyside Health Partnership</p>	<p>Equality Lead Director of Healthy Liverpool Integrated Programme Director</p>	<p>March 2018</p>	<p>1.1,2.1,1.21.3 Eliminate Discrimination Advance Equality of Opportunity Foster Good Community Relations Equality Objectives 1,2,3,4</p>
<p>All Protected Groups Workforce</p>	<p>Human resources and workforce</p>	<p>Develop an Equality Workforce Plan to be ratified and approved at CCG HR Committee</p>	<p>Chief Operating Officer</p>	<p>October 2017 Completed</p>	<p>3.1,3.2,3.3,3.4,3.5,3.6 Eliminate Discrimination Advance Equality of</p>

					Opportunity Foster Good Community relations Equality Objective 4
Workforce race		Embed and implement the Workforce Race Equality Standard	Chief Operating Officer	April 2017 Completed	Equality Objective 4
		Ensure that Governing Body, and other key decision - making panels (including Individual Funding Requests) and programme leads receive the appropriate level of E&D training and understand the importance of risks considering PSED in decision making process	E&D Lead Chief Operating Officer	March 2019 In Progress	Eliminate Discrimination Advance Equality of Opportunity Foster Good Community relations 4.1,4.2,4.3,

	Develop guidance to support LCCG to pay due regard to PSED and other legal duties when making commissioning decisions	E&D Lead & Chief Operating Officer	June 2017 In Progress	
	Continue to monitor and improve the equality performance of providers via the quality contract schedule	E&D Lead & Programme Manager Quality & Performance	April 2017 Completed and On-going	
	Continue to work closely with NHS provider's Equality Leads through the NHS Equality Leads Provider Forum and the EDS 2 collaborative Group to improve access and outcomes for protected groups	E&D Lead	March 2018 Completed and on going	

		Embed comprehensive Equality Analysis into the CCG's key Projects and redesign Programme including One Liverpool, LCCG prioritization Management Process to ensure barriers associated with all protected characteristics are addressed throughout the commissioning cycle	E&D Lead &	March 2018 Completed and on going	
--	--	--	---------------------------	--	--

APPENDIX 3 Key NHS Provider EDS 2 grades

Goal	Number	Mersey care	Liverpool Women's	Aintree	Alder Hey	Wirral and Cheshire Partnership (Access Sefton IAPT)	Liverpool Heart & Chest	Southport and Ormskirk
Better health outcomes	1.1	Achieving	Achieving	Developing	Developing	Developing	Developing	Developing
	1.2	Achieving	Achieving	Developing	Developing	Developing	Developing	Developing
	1.3	Achieving	Developing	Developing	Excelling	Developing	Developing	Developing
	1.4	Achieving	Achieving	Developing	Achieving	Developing	Developing	Developing
	1.5	Developing	Achieving	Developing	Developing	Developing	Developing	Developing
Improved patient access and experience	2.1	Achieving	Achieving	Developing	Developing	Developing	Developing	Developing
	2.2	Achieving	Achieving	Developing	Achieving	Developing	Developing	Developing
	2.3	Achieving	Achieving	Developing	Developing	Developing	Achieving	Developing
	2.4	Achieving	Achieving	Developing	Developing	Developing	Achieving	Developing
A representative	3.1	Achieving	Achieving	Developing	Developing	Achieving	Developing	Developing

and supported workforce	3.2	Achieving	Achieving	Developing	Under Developed	Achieving	Achieving	Developing
	3.3	Achieving	Developing	Developing	Under Developed	Achieving	Developing	Developing
	3.4	Achieving	Developing	Developing	Developing	Achieving	Developing	Developing
	3.5	Achieving	Achieving	Developing	Developing	Achieving	Developing	Developing
	3.6	Achieving	Achieving	Developing	Developing	Achieving	Developing	Developing
Inclusive leadership	4.1	Achieving	Developing	Developing	Developing	Achieving	Developing	Developing
	4.2	Achieving	Developing	Developing	Developing	Achieving	Developing	Developing
	4.3	Developing	Developing	Developing	Developing	Achieving	Developing	Developing

APPENDIX 4 Workforce E&D plan

Action	Activity	Outcome	EDS2 Goal	Timescales Who and status
Policy Proofing	<ol style="list-style-type: none"> 1. Prioritise policies 2. Identify policy against essential list¹ 3. Identify guidance with policy² and test for indirect discrimination & advancing opportunity 	<ol style="list-style-type: none"> 1. Proportional input. 2. Cover fundamental elements of Equality Act 2010 3. Develop a workforce equality policy 	<p>3.1</p> <p>3.2</p> <p>3.4</p>	<p>Jan 2017 to Dec 2019-</p> <p>HR team</p> <p>Completed</p>
Monitoring	<p>Identify policies and performances for monitoring – check against key tasks:</p> <ul style="list-style-type: none"> • Recruitment • Selection • Review & performance 	<ol style="list-style-type: none"> 1. Establish monitoring system 2. Impact assess process against PSED – identifying any remedial actions 3. Identify indirect 	<p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>4.3</p>	<p>April 2017 to Dec 2019</p> <p>In progress</p> <p>Policies in process of</p>

¹ See annex 2 and worksheet 1

² policy may be a statement of intention but the process of enacting the policy, i.e. guidance notes , also needs to be proofed

	<ul style="list-style-type: none"> Disciplinary 	<p>discrimination</p> <p>4. Consider positive action or corrective action</p>		<p>review</p> <p>HR team</p>
Training	Identify current training programmes linked to E&D	<p>Proof suitability and identify gaps in provision.</p> <p>Check profile of attendees against worker profile</p>	<p>3.3</p> <p>4.3</p>	<p>Jan 2017 to Dec 2019- on going</p> <p>HR team</p> <p>On-going and completed</p> <p>Equality training being delivered to commissioning team (November 2017) as a result of staff survey feedback</p>
Annual review Publish equality Objectives	Set Equality Objective related to workforce	<p>Performance of polices monitored against PSED</p> <p>Inclusion of NHS England workforce standards</p>	<p>3.3</p> <p>3.4</p> <p>3.5</p> <p>4.3</p>	<p>Jan 2017 to Dec 2019- on going in line with LCCG policy review timetable</p> <p>HR team</p>

				Completed Equality Objectives approved by Governing Body in May 2017
Staff profile and surveys	Establish staff profile and include questions on E&D	Understanding staff relationship with organisational culture to eliminate any institutional discrimination	3.4 3.6 4.3	HR team Completed and ongoing Staff survey results analysed by Staff Listening Group and plan developed. No issue of discrimination harassment and bullying identified.
Positive Action	1. Monitor performance against policies to establish base line.	Understanding travel of workers by protected	3.2 3.5	June 2017 to Dec

	<p>2. Identify trends</p> <p>3. Establish conditions for positive action</p>	<p>characteristic through organisation's functions.</p> <p>Challenge barriers if data/evidence identifies them</p> <p>Advance equality of opportunity.</p>	<p>3.1</p> <p>3.3</p> <p>3.5</p> <p>4.1</p> <p>4.3</p>	<p>2019</p> <p>HR team</p> <p>In progress – To be completed post policy review</p>
<p>Workforce Race Equality Standard</p> <p>WRES</p>	<p>Complete the WRES template and in line with NHSE guidance</p>	<p>Advance Equality of opportunity and Foster good Community Relations</p> <p>Satisfy NHS England assurance processes</p>	<p>3.1 to 3.6</p>	<p>August 2016 and ongoing August 2019</p> <p>Completed</p> <p>Revisit on annual basis</p>
<p>Workforce Disability equality Standard</p> <p>WDES</p>	<p>Complete and pay due regard to WDES</p>	<p>Advance Equality of opportunity and Foster good Community Relations</p> <p>Satisfy NHS England</p>	<p>3.1 to 3.6</p>	<p>NHSE guidance currently stipulates that standard is fully implemented by 1st</p>

		assurance processes	April 2018 Preparatory work from January 2017 In Progress
--	--	---------------------	---