



Equality, Diversity and Inclusion Annual Report 2018



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Introduction



NHS Dorset Clinical Commissioning Group's (CCG) Equality, Diversity and Inclusion Annual Report for 2018 sets out how the CCG has been demonstrating 'due regard' to the Public Sector Equality Duty, (PSED) which requires all public sector organisations to publish their information annually.

Showing 'due regard' means that NHS Dorset CCG has given advanced consideration to issues of equality, diversity and inclusion before making any policy decision that may be affected by them. This is viewed by the CCG as integral to ensuring the fulfilment of the aims of anti-discrimination legislation set out in the Equality Act 2010. Further detail on the CCG's legal duties can be found on our website, www.dorsetccg.nhs.uk.

The CCG is committed to ensuring that we reduce health inequalities and that we have the needs of our communities at the heart of our commissioning functions. We recognise that people access services and need support in a range of different ways. Our challenge is to understand these communities, engage effectively with them and then commission services to meet their local needs.

We are keen to build on the work already undertaken in developing a strong and effective approach to our PSED and will continue to ensure that, as commissioners, our providers of services have also considered all elements of the community and can evidence how they have taken into consideration the needs of diverse communities throughout Dorset in their provision of health services.

This report sets out our achievements and challenges over the last year.

Local Context



The CCG leadership and equality

NHS Dorset CCG is a membership organisation consisting of 86 GP practices. Our Governing Body includes an elected Chair, 13 elected locality GP representatives from our member practices, a secondary care doctor, a registered nurse, and three lay members all offering a wide range of experience to local health services. Further information on our Governing Body can be found on our website, www.dorsetccg.nhs.uk.

We assumed our statutory responsibilities in April 2013 and are responsible for the commissioning of the majority of secondary, primary general practice, community and mental health services for the population of Dorset.

Our mission is to “support people in Dorset to lead healthier lives”. Working in partnership with local authorities, health and care providers, public health, voluntary sector organisations and patient and carer groups, we aim to reduce inequalities by providing high quality services accessible to all and to ensure that people receive the right care in the right place at the right time.

All Governing Body members have a collective and individual responsibility to ensure compliance with the public sector equality duty, which in turn aims to secure the delivery of successful equality outcomes for us as a commissioner and employer.

The Registered Nurse Member is the executive lead for equality, diversity and inclusion, chairs the Equality and Diversity Steering Group and provides assurance to the Governing Body.

The Lay Member for Patient and Public Engagement has oversight responsibility for ensuring that opportunities are created for patient and public involvement, including engagement with diverse communities and groups, ensuring that the voice of the local population is heard in the commissioning process.

Our population key facts

Some key facts about the population of Dorset include:

- the population of Dorset is reported to be 771,880 [Office for National Statistics midyear estimate 2016];
- by 2024, the population of Dorset is expected to grow to over 797,000 with much of the growth happening amongst the oldest and with a 19.2% growth of 10-14 year olds [Office for National Statistics];
- we have higher numbers of people with heart problems, chronic kidney disease, cancer and musculoskeletal disorders and we expect this to grow faster than the national average [Office for National Statistics];
- of those whose first language is not English, the top three main languages spoken are Polish (24.6%), Portuguese (6.9%), and Spanish (5.2%), [Census 2011];
- in Dorset 62.3% of people reported that they were Christian, with 2.4% expressing an affiliation to a non-Christian religion, while 27.3% reported that they had no religion and 8% did not report religious preference; [Census 2011]
- 19.4% of the population said they had a long term health problem or disability; with their day-to-day activities limited either a lot (8.5%) or a little (10.9%); [Census 2011];
- Dorset residents report some of the lowest levels of anxiety in the country at 12.8% compared to the English average of 13.7% [GP patient survey 2016/17].

Our workforce key facts

The CCG employs a total of 352 staff (as at 31 March 2018), across two sites in Dorchester and Poole. There are 277 (79%) female and 75 (21%) male members of staff. This is in line with the national NHS gender profile where 80% of agenda for change staff are female.

Within the CCG Governing Body, the breakdown by gender is 13 males and seven females, as at March 2018, 9.52% of the Governing Body members were from a black and minority ethnic (BME) background, which is higher than in the previous year and higher than the overall workforce. In addition to the Governing Body, there are two female and two male directors within the CCG.

The sexual orientation breakdown of Dorset CCG staff is 88.64% heterosexual, 1.42% gay or lesbian, 0.57% bisexual and 9.38% undisclosed. The breakdown by ethnic grouping of CCG staff can be seen in Table 1.

Table 1: Dorset CCG Workforce Ethnicity Breakdown – three year comparison

Ethnic group	2015/16		2016/17		2017/18	
	Headcount	%	Headcount	%	Headcount	%
White – British	269	86.77	287	87.50	314	89.20
White – Irish	3	0.97	3	0.91	3	0.85
White – any other White background	7	2.26	6	1.83	7	1.99
White English	19	6.13	18	5.49	17	4.83
White Scottish	1	0.32	0	0.00	0	0.00
White Welsh	1	0.32	1	0.30	0	0.00
Mixed – White and Asian	2	0.65	2	0.61	2	0.57
Mixed – any other mixed background	1	0.32	2	0.61	1	0.28
Asian or Asian British – Indian	1	0.32	1	0.30	0	0.00
Black or Black British – African	2	0.65	2	0.61	1	0.28
Black or Black British – any other Black background	1	0.32	1	0.30	1	0.28
Mixed – White and Black Carribean	0	0.00	0	0.00	1	0.28
Undefined	1	0.32	3	0.91	4	1.14
Not Stated	2	0.65	1	0.30	1	0.28
Total	310		328		352	

Our Equality Objectives



In line with our public sector equality duty (PSED), we undertook and published our equality delivery system grading exercise which was received by the CCG Governing Body on 14 November 2018. Appendix 1 (p17) shows how we have performed since 2015, in terms of the four goals:

- better health outcomes for all;
- improved patient access and experience;
- empowered, engaged and included staff;
- inclusive leadership at all levels.

The results showed that out of the 18 outcomes aligned to the goals:

- nine goals were graded as being achieved;
- nine goals were graded as developing;
- none were graded as underdeveloped.

The top priorities identified by the public as being most important and have been adopted as our objectives are:

- patients' health needs are assessed, and resulting services provided, in appropriate and effective ways;
- when people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse;
- people, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds;

- patients are informed and supported so that they can understand their diagnoses, consent to their treatments, and choose their places of treatment.

In addition, the top priorities for staff are:

- when at work, staff are free from abuse, harassment, bullying and violence from any source;
- middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination.

In delivering the objectives, we aim to achieve the following outcomes:

- we are better able to understand and monitor the evidence and impact on services for patients, staff and carers;
- we will be able to increase the awareness of commissioners and providers about cultural and diverse issues and some of the barriers facing communities in accessing services;
- we will be able to understand local communities' needs better through effective data analysis and sharing. This will enable us to understand who is using our services and, importantly, who is not. Any disproportionality can then be addressed;
- through the results from the staff survey and the findings from the Workforce Race Equality Standard (WRES), we will understand and better support our workforce.

The following section provides an overview of the work we have undertaken to comply with the Public Sector Equality Duty.

Our Public Sector Equality Duty Work During 2018



Aim 1: to eliminate unlawful discrimination, harassment and victimisation;

Aim 2: advance equality of opportunity between different groups;

Aim 3: foster good relations between different groups.

Equality impact analysis

Equality Impact Analysis (EIAs) are used to demonstrate that an organisation is giving due regard to equality, including consideration of the nine protected characteristics covered by the Equality Act 2010, when developing and implementing changes to strategy, policy and practice.

The CCG recognises that this is a continuous process and these assessments will be updated to reflect the status of the programmes.

To ensure that EIAs are completed and the correct governance is followed we have undertaken the following:

- continue to provide training to staff on equality, diversity and inclusion and completion of EIAs;
- simplified and refreshed the EIA template and guidance and published this on the CCGs intranet and continue to review;
- introduced an extra layer of check and challenge, with EIAs being reviewed by an external assessor to provide advice and guidance and to aid development of a clear flow chart of process;

Workforce race equality standard

The NHS Equality and Diversity Council announced in July 2014 that it had agreed actions to ensure employees from black and minority

ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

The CCG has published its local WRES report, the findings of which showed:

- 1.70% of 352 of staff are classed as BME on the Electronic Staff Record (ESR) system (98.58% of staff report their ethnicity which is recorded on ESR);
- this has decreased from 2.74% in 2016/17 and compares to a local BME population size of 8.1% (2011 census);
- there is one BME member of staff in a leadership role in the organisation (bands 7- VSM). This is the same as in 2016/17;
- the number of BME Governing Body members has increased year on year from 2.11% in 2015/16 to 5.26% in 2016/17 and to 9.52% in 2017/18;
- between 2016/17 and 2017/18, there was an 15.25% increase in BME applicants to the organisation;
- the percentage of BME applicants shortlisted in 2017/18 increased by 4.55% to 22.06%.

The CCG has incorporated the actions identified from the WRES report into the overarching Equality, Diversity and Inclusion Strategy action plan. Key actions already taken include:

- introduction of unconscious bias learning into the organisation to improve perceptions around recruitment mainly the interviewing process;
- BME staff are being encouraged to link in with local BME Staff Networks as a safe space to raise concerns other than the annual staff survey. The Governing Body is working to cultivate a culture of mutual understanding around some of the WRES indicators;
- ensuring that job vacancy lists are widely publicised within our diverse contacts and that conversations around development

opportunities or lack of, are carried out during annual appraisals. Where opportunities are requested or denied should be clearly recorded on the staff record.

The Governing Body lead on equality and diversity will be championing the WRES in line with their other responsibilities.

Staff support

The CCG is committed to supporting all staff through training and development opportunities in line with our equality objectives. We have achieved a great deal over the year. Highlights include:

- launching the Our People and Culture programme in May 2018. This followed the recognition that the CCG is now at a point where we need to review our culture. We need to ensure we have the values, behaviours and strengths needed to support us as Dorset progresses as an Integrated Care System;
- a well-established Manager Essentials programme;
- embedded unconscious bias learning into the organisation to improve perceptions around recruitment;
- maintained a buddy system which provides staff with an additional support mechanism to address workplace and non-work related concerns or as a point of contact for new starters to the organisation;
- Employee Assistance Programme webinars available and promoted to staff;
- the launch of a calendar of support for staff, which included:
 - sexual harassment;
 - mental health;
 - age;
 - discrimination of LGBT, race, disability;
 - mindfulness.
- continuing to have clear policies and monitoring processes in place, such as our dignity at work, conduct and capability, and grievance policies, our Workforce team monitor staff concerns to identify issues of discrimination and other prohibited conduct within the workplace;
- gained independent advice from the YOU Trust, a charity which provides support to vulnerable people, to further develop our grievance, whistleblowing and harassment procedures;

- equality, diversity and inclusion is a key part of staff induction programmes, and also included as part of the statutory and mandatory training for all staff;
- our Health and Wellbeing plan feeds into Dorset Workforce Action Board to ensure a system wide approach;
- supported the development of regional lesbian, gay, bisexual and transgender (LGBT), disability and BME staff networks;
- Freedom to Speak Up Guardian has been established and linked to the national support network and also built into corporate induction;
- equality impact assessment training for managers was delivered with 32 people attending.

The CCG is also committed to improving the working environment and supporting flexible working. In doing this we have continued to support staff through flexible working arrangements where appropriate or making reasonable adjustments to ensure the working environment is conducive to their specific needs e.g. location of desk and specialist equipment.

Contract monitoring

The 2018/19 NHS Standard Contract sets out equality related requirements which NHS providers must comply with, including compliance with the Public Sector Equality Duty, implementing EDS2 and the Workforce Race Equality Standard and the implementation of the Accessible Information Standard. During the year the CCG has supported providers and worked in partnership to further embed equality and diversity across organisations.

The CCG will continue to work in partnership with its main NHS providers to ensure compliance with their contractual obligations, through quality review meetings with providers.

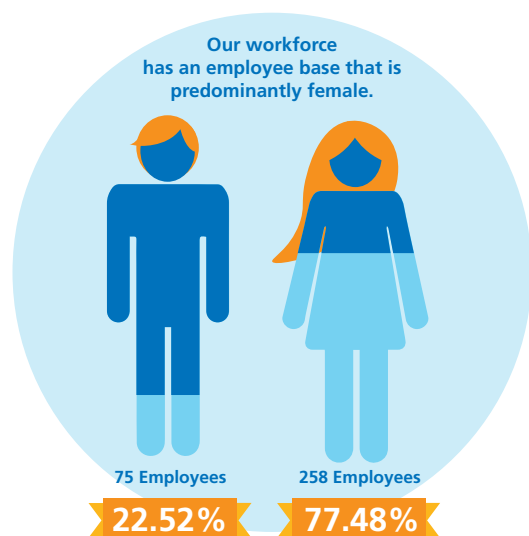
Gender pay gap

From 31 March 2017, all public sector organisations in England employing 250 or more staff were required to publish gender pay gap information annually. Our full report can be found on our website (www.dorsetccg.nhs.uk) for the year ending 31 March 2017. A summary of this is shown in the infographic on page 12.

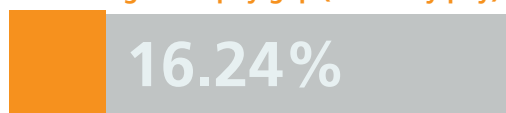
The gender pay gap is +16%, and this is due to an uneven spread of male employees across the bands. For example, we only have five male employees in band 2 or 3. It is as a result of this, rather than a lack of female employees in senior bands, that we see a gender pay gap.

Summary of the Gender Pay Gap ...

Gender Pay Gap reporting is distinct from Equal Pay, which means that male and female employees receive equal pay for work of equal value. The gender pay gap refers to the overall picture of average pay of male and female employees.



Median gender pay gap (in hourly pay)



Median male hourly salary
£18.54

Median female hourly salary
£15.53

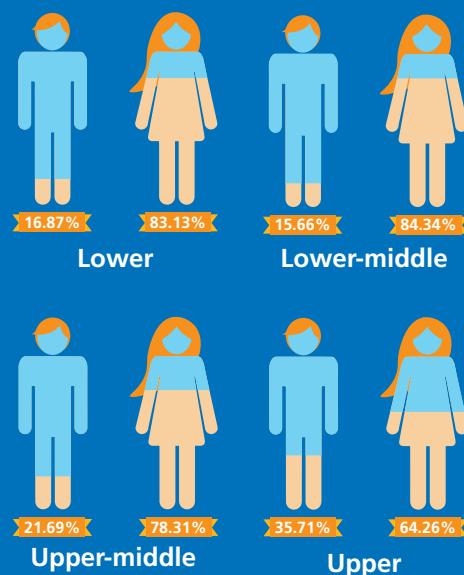
Mean gender pay gap (in hourly pay)



Average male hourly salary
£22.04

Average female hourly salary
£17.18

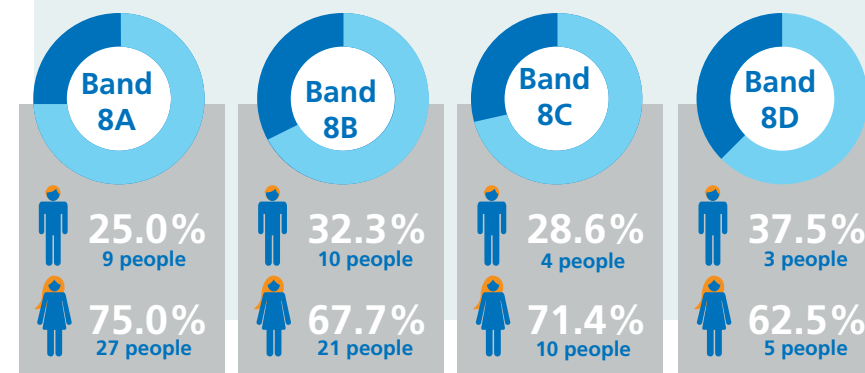
Proportion of males and females in each pay quartile



The CCG lacks an even spread of male employees across the bands, for example... The CCG had only five male employees in band 2 or 3. It is as a result of this, rather than a lack of female employees in senior bands, that we see a Gender Pay Gap.

The senior Agenda for Change grades

The cause of the Gender Pay Gap within the CCG is not a result of a bias against female employees reaching senior roles, we should be proud of the representation of female employees at all levels of the CCG.



Our Gender Pay Gap is

+16%

Moving Forward

1. Check for any gender bias in our recruitment and appointment processes and look to remedy this as relevant to promote a workforce representative of the population we serve.
2. Check for any gender bias in the uptake of our training offers and other development processes and look to remedy this as relevant.
3. Monitor the application of other policies and procedures, such as flexible working.
4. Check for any indicators from staff surveys and or exit interviews that might increase the understanding of the situation.

Figures taken as of 31 March 2017

Accessible communications

We are committed to sharing our story with our public, stakeholders, opinion-formers and staff in a way that will help them to understand what we are doing and why. We have identified a need to refocus our efforts to help to dispel myths, incorrect facts and misinformation which are being played out in the local media.

We continue to build on the progress made on accessible communications and continue to reach out to diverse communities. We do this through publishing information on the website about our approach to equality, media releases about health campaigns and general communications on the work of the CCG. Information is also made available in different formats and languages on request, to ensure that our messages are understood to a wide range of the community.

A new public website was launched in 2018 which has been designed to be widely accessible to all as far as practical. New intranets for CCG staff and GP members are also under development.

We have a dedicated equality and diversity page on the staff intranet with resources and information to assist them in their work. We offer translation of documents into other formats and languages.

We are supporting the development of the 'Maternity Matters in Dorset' website. This is being co-developed in response to requests for comprehensive information about every stage of pregnancy and childbirth to be available for local people in one accessible place.

The web portals and social media pages of voluntary sector partners such as Access Dorset, South West Dorset Multicultural Network, Dorchester Muslim Group, the Prejudice Free Dorset Hate Crime Group and the Dorset Race Equality Council are used to ensure that our campaigns, health alerts and any changes to local services are featured on them.

The ongoing communication activities of the CCG, ensures that it uses imagery and language that is appropriate and reflects as many protected characteristics as possible. Feedback from our Lesbian, Gay, Bisexual and Transgender (LGBT) Health Advisory Group, Learning Disability Groups continue to provide advice and guidance on the use of representative images and Easy Read documents.

Engagement and involvement

The Public Engagement Group (PEG) was set up in September 2017 to be part of Dorset's approach to public engagement within the Sustainability and Transformation Plan (STP). The group was co-designed by nominated engagement leads from all partner organisations and is made up of 25 local people with a wealth of life-experience and expertise across Dorset's geography, demography and diversity. The group has now met seven times. Membership is regularly reviewed in terms of diversity and lived experience and knowledge of the nine protected characteristics.

The PEG co-designed a guide or checklist for person centred discussions – “Putting local people at the centre of our discussions – it starts with the person”. This has been endorsed for consideration by all STP reviews/programmes. The checklist includes giving consideration to Equality and Diversity – asking people to consider “How are you giving consideration to all nine protected characteristics and Dorset’s geography and demography?”

In July 2018, the Integrated Care System (ICS) in Dorset was announced as the winner of the “Improving Patient & Community Engagement”, Healthcare Transformation Award 2018. The award was for the key role that the PEG and its predecessor the Patient and Public (Carer) Engagement Group have played in supporting system wide integrated public engagement.

Dorset has been selected to be the first of six pilots for an NHS England ICS Public Engagement Project. The project is reviewing what is working well and what could be done better in regards to engagement, with a system wide stakeholder group co-designing local action plans. The action plan will include system wide plans for further improving how we engage people within more diverse communities and groups.

The CCGs ‘Stronger Voices’ public engagement group is being refreshed in terms of structure and membership. The refresh will include due consideration of representation across Dorset’s geography, demography and diversity. Diversity monitoring forms will continue to be collected in order to enable us to ensure equity. Consideration will continue to be given to accessibility of venue, provision of hearing loop, special dietary requirements, etc.

We continue to have a strong working relationship with Dorset Race Equality Council. We recently reviewed our engagement approaches with the CEO and agreed various actions including regular review meetings and the formation of a community leaders forum which will meet with the CCGs engagement and communications team three times a year to facilitate ongoing conversations, engagement and communication. Opportunity to become involved will be shared with ICS partner organisations.

EIAs are carried out as part of care pathway reviews and care is given to provide appropriate opportunity for involvement in response to this, with targeted promotion to communities/groups as appropriate. E.g. the MSK physiotherapy EIA identified certain groups potentially particularly affected by service developments – invitation to be involved was extended and groups visited. During the view seeking phase of the Integrated Children’s Community Health Services Review all nine protected characteristics and representative groups were given consideration.

Further details on all our engagement activity will be available in our annual engagement report which will be published in May 2019.

Stakeholder insight

The King's Fund and NHS England Insight and Feedback project continued following the initial work which commenced as part of the Accountable Care Partnership. The aim is to explore the development of a methodology to capture patient experience, insight and information, in the planning and commissioning of local services.

We continue to work with other partners, including Dorset Association of Parish and Town Councils, to capture wider insight from local communities.

Next Steps



We have made considerable progress over the last year in embedding equality, diversity and inclusion within the CCG. We have worked with our staff and partners across the system to ensure that our communities are well informed about our work, and how they can access services. We remain an organisation that strives to make continual improvements in equality and diversity, during 2019 we will:

- continue with the people and culture programme, now that the discovery phase has been completed, with design and delivery phases;
- review line manager training and support with input from the People and Culture Programme;
- refresh the Buddy System for staff;
- report on Gender Equality Pay requirements and action taken;
- complete the implementation of the Disability Workforce Equality Standard (DWES) requirements;
- work with our providers to support digital conformance with the sexual orientation monitoring standard from 1 April 2019;
- engage with further work and analysis to better understand the profiles of our service users so that specific work can be undertaken with those communities or services.

Appendix 1



Equality Duty Standard 2 Grading Exercise Results for NHS Organisations and CCG Staff

Goal	Equality Outcome	2012	2015	2018
Better health outcomes	Services are commissioned, procured, designed and delivered to meet the health needs of local communities	Under developed	Developing	Achieving
	Individual people's health needs are assessed and met in appropriate and effective ways	Achieving	Developing	Developing
	Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed	Under developed	Under developed	Developing
	When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse	Developing	Achieving	Achieving
	Screening, vaccination and other health promotion services reach and benefit all local communities	Developing	Developing	Achieving
Improved patient access and experience	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	Achieving
	People are informed and supported to be as involved as they wish to be in decisions about their care	Under developed	Achieving	Developing
	People report positive experiences of the NHS	Developing	Achieving	Developing
	People's complaints about services are handled respectfully and efficiently	Developing	Achieving	Achieving

Goal	Equality Outcome	2012	2015	2018
Empowered, engaged and included staff	Recruitment and selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as it can be within all occupations and grades	Achieving	Achieving	Achieving
	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	Achieving	Achieving
	Training and development opportunities are taken up and positively evaluated by all staff.	Achieving	Achieving	Developing
	When at work, staff are free from abuse, harassment, bullying and violence from any source	Achieving	Achieving	Developing
	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives	N/A	Achieving	Developing
	Staff report positive experiences of their membership of the workforce.	Achieving	Achieving	Achieving
Inclusive Leadership	Boards and senior leader routinely demonstrate their commitment to promoting equality within and beyond their organisations.	Achieving	Achieving	Achieving
	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.	Achieving	Achieving	Achieving
	Middle manager and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination.	N/A	Achieving	Achieving

Appendix 2



Equality, Diversity and Inclusion Action Plan 2018/19

EDS2 Goal	Serial No	CCG Objective	Action	Success Measure	Timescale	RAG progress – Nov 2018
Overarching Objective	1	To ensure that the CCG's equality objectives continue to be up to date and in line with the CCG core values and principles.	Undertake a pan Dorset review of our equality objectives using the EDS2 Framework, key aspects are as follows: <ul style="list-style-type: none"> • 2 public engagement workshops and surveys; • Staff survey • GB survey 	Refreshed equality objectives which are embedded within the CCG	14-Nov-18	Green
Goal 1: Better Health outcomes for all	2	To ensure information is collected, collated and analysed therefore enabling a better understanding of the needs of who is accessing services	Support providers to record and monitor patient take up, access and experience by protective characteristic including the delivery of the new sexual orientation monitoring standard (voluntary in 2018/19, mandated 2019/20)	Increased understanding of trends and health experiences, and due regard considered	31-Mar-19	Green
	3	To ensure information is collected, collated and analysed therefore enabling a better understanding of the needs of who is accessing services	Annual review of 2 service pathways to understand how they are meeting patients' needs, developing appropriate action plans for implementation		31-Mar-19	Orange

EDS2 Goal	Serial No	CCG Objective	Action	Success Measure	Timescale	RAG progress – Nov 2018
Goal 1: Better Health outcomes for all	4	To ensure information is collected, collated and analysed therefore enabling a better understanding of the needs of who is accessing services	Support the development of high quality Equality Impact Assessments		Ongoing	
	5	To ensure information is collected, collated and analysed therefore enabling a better understanding of the needs of who is accessing services	Undertake the annual review of how people from diverse communities have been engaged in commissioning decisions (annual PPE report).	Assurance that communities have been engaged and their view and opinion are listened to and valued.	18 March 2018 (17/18 ARA) Mid-March 2019 (18/19 ARA)	
Goal 2: Improved patient access and experience	6	Engage with our diverse communities ensuring their needs are taken into account when co-producing, designing and commissioning services	Work with partners to develop specific, targeted engagement opportunities	More effective targeted engagement, through approaches that are appropriate to them	Ongoing	
	7	Engage with our diverse communities ensuring their needs are taken into account when co-producing, designing and commissioning services	Ensure that patient leaflets, CCG strategies and plans are/can be available in a variety of formats and where possible work with partners across the system to promote services.	Availability of resources in appropriate formats.	Ongoing	

EDS2 Goal	Serial No	CCG Objective	Action	Success Measure	Timescale	RAG progress – Nov 2018
Goal 3: Empowered, engaged and well supported staff	8	To continue to support and develop our workforce to maximise their potential through the promotion of equality of opportunity, in an environment free from bullying and harassment.	Undertake the annual Workforce Race Equality Standard (WRES), sharing the results and acting on areas of concern.	All staff, irrespective of protected characteristic, feeling valued and respected within the CCG.	Data submissions open on Monday 2 July 2018 closing on Friday 10 August 2018	
	9	To continue to support and develop our workforce to maximise their potential through the promotion of equality of opportunity, in an environment free from bullying and harassment.	Actively contribute to the Workforce Disability Equality Standard (WDES) preparatory work in 2018/19	All staff, irrespective of protected characteristic, feeling valued and respected within the CCG.	Autumn 2018 – technical guidance available; April 2019 – submission of templates	
	10	To continue to support and develop our workforce to maximise their potential through the promotion of equality of opportunity, in an environment free from bullying and harassment.	Continue to provide 'unconscious bias' training for line managers and staff included within recruitment and selection programmes.	All staff, irrespective of protected characteristic, feeling valued and respected within the CCG.	Ongoing	
	11	To continue to support and develop our workforce to maximise their potential through the promotion of equality of opportunity, in an environment free from bullying and harassment.	Engage with trade union representatives and staff forum to inform staff engagement and equality initiative.	All staff, irrespective of protected characteristic, feeling valued and respected within the CCG.	Quarterly	

EDS2 Goal	Serial No	CCG Objective	Action	Success Measure	Timescale	RAG progress – Nov 2018
Goal 3: Empowered, engaged and well supported staff	12	To continue to support and develop our workforce to maximise their potential through the promotion of equality of opportunity, in an environment free from bullying and harassment.	Work across the system to identify new opportunities for organisational staff support groups.	All staff, irrespective of protected characteristic, feeling valued and respected within the CCG.	Ongoing	
	13	To continue to support and develop our workforce to maximise their potential through the promotion of equality of opportunity, in an environment free from bullying and harassment.	Monitor staff uptake of training courses, secondment opportunities by protected characteristics	All staff, irrespective of protected characteristic, feeling valued and respected within the CCG.	Ongoing	
Goal 4: Inclusive leadership at all levels	14	To ensure that equality and diversity is everybody's business across the CCG.	Each directorate to have equality and diversity related content within their work streams	All staff, respective of protected characteristic, feeling valued and respected within the CCG	Ongoing	
	15	To ensure that equality and diversity is everybody's business across the CCG.	Develop and implement an enhanced rolling programme of 'practical based' equality and diversity training to CCG staff	To increase equality and diversity awareness at all levels through information sharing and training	31-Mar-19	

EDS2 Goal	Serial No	CCG Objective	Action	Success Measure	Timescale	RAG progress – Nov 2018
Goal 4: Inclusive leadership at all levels	16	To ensure that equality and diversity is everybody's business across the CCG.	Undertake equal pay audits as part of the workforce planning process (Gender Pay Gap)	Equal pay audit completed and outcomes shared	Mar-19	
	17	To ensure that equality and diversity is everybody's business across the CCG.	Promote recruitment opportunities with partners such as Dorset Race Equality Council, Disability Action	Recruitment opportunities advertised through partners	Ongoing	

RAG status – against plan	
Green – on track	G
Amber – some delay but mitigating plans in place	A
Red – serious/off track, no mitigation in place	R



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