

Equality Delivery System Report (EDS) 2020-21

NHS Cheshire Clinical Commissioning Group (CCG)

Produced by the Equality and Inclusion Team and Midlands
and Lancashire Commissioning Support Unit (MLCSU)

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Introduction

The Equality Delivery System (EDS) was developed by the national Equality and Diversity Council in 2010 and launched in July 2011. The EDS assessment toolkit was further refined in 2013 and was subsequently renamed as EDS2.

EDS2 is an assessment tool designed to measure NHS quality performance with an aim to produce better outcomes for the people using and working in the NHS, and to gather equality evidence that demonstrates compliance and performance with Section 149 of the Equality Act - the Public Sector Equality Duty (PSED).

NHS England (NHSE) provides guidance on how NHS organisations can implement the EDS2. This report will describe the performance of the annual 2020-21 EDS2 Grading assessment for NHS Cheshire CCG.

The EDS goals are:

Goal 1: Better health outcomes

Goal 2: Improved patient access and experience

Goal 3: A represented and supported workforce

Goal 4: Inclusive leadership

The review of equality performance is measured against the extent to which the needs of those with protected characteristics are met. Protected groups include:



Age



Disability



Gender Reassignment



Marriage and Civil Partnership



Religion and Belief



Sex



Pregnancy and Maternity



Race



Sexual Orientation

EDS plan for 2020-21

For 2020, the CCG decided to evaluate goals 3 and 4, 'A represented and supported workforce' and 'inclusive leadership'. This includes the following outcomes.

A represented 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

Inclusive Leadership

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

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

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

The plan was devised in spring 2020 and involved members of the Staff and Organisational Development Group as stakeholder graders which is largely representative of roles and bands within NHS Cheshire CCG. The grading event took place in January 2021 and was coordinated by the Equality and Inclusion Team with the equality and inclusion leads from the CCG.

The Equality and Inclusion Team collated a range of evidence in collaboration with the CCG that relates to goals 3 and 4. This was collated onto a PowerPoint presentation for ease of sharing and presenting.

During 2020, planning for the EDS was impacted by the COVID-19 pandemic so the EDS event was planned as a virtual meeting.

EDS grading event

- The EDS grading event took place on 29th January 2021 and was attended by 12 staff.
- A recording of the session was made and sent out via the staff, together with written evidence, facilitating the participation of staff who were unable to attend the session.
- A virtual session took place and grading was enabled after the event via a surveymonkey link.
- Responses were anonymised and there was an opportunity for additional ideas and feedback from staff.
- During the grading event, graders were given an explanation of EDS and an overview of goals 3 and 4.
- Information and evidence was presented for each of the outcomes for goals 3 and 4 that was collated from a variety of stakeholders.
- Once the evidence was presented for each outcome stakeholders were asked to grade from the following:

Underdeveloped



The CCG is doing badly, and has provided no evidence

Developing



The CCG is doing ok but needs to do more, and provide more evidence

Achieving



The CCG is doing well, and has provided good evidence

Excelling



The CCG is doing very well, and has provided excellent evidence

Summary of evidence includes:

Goal 3: A represented and supported workforce

- New Ways of Working Programme
- Human resources policies such as Equality Impact Assessments, Bullying and Harassment Policy and Agenda for Change
- Smarter Ways of Working programme
- NHS Staff Survey
- Staff Engagement and OD Groups
- Internal communications

Goal 4: Inclusive Leadership

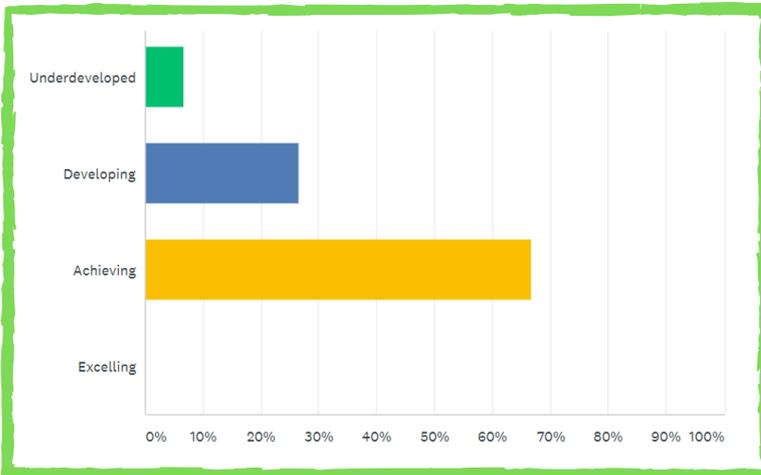
- Managing Change in Cheshire
- Leading Change in Cheshire
- Vision, Values and Behaviours Charter
- Climate Change Champions

EDS grading results 2020-21

The CCG was graded as achieving overall against goals 3 and 4. The following information provides a breakdown of the grades for each outcome within goals 3 and 4.

Fourteen staff members of the CCG shared feedback and grading. It is worth noting that the COVID-19 pandemic has widely affected how the workforce goes about its role, therefore the experience of the staff members may have influenced the grades and feedback given in this year's EDS. Full details of feedback have been shared with the CCG.

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



The majority of the of the participants graded the CCG as "**achieving**" for outcome 3.1, with some participants grading "**developing**".

Key points of feedback:

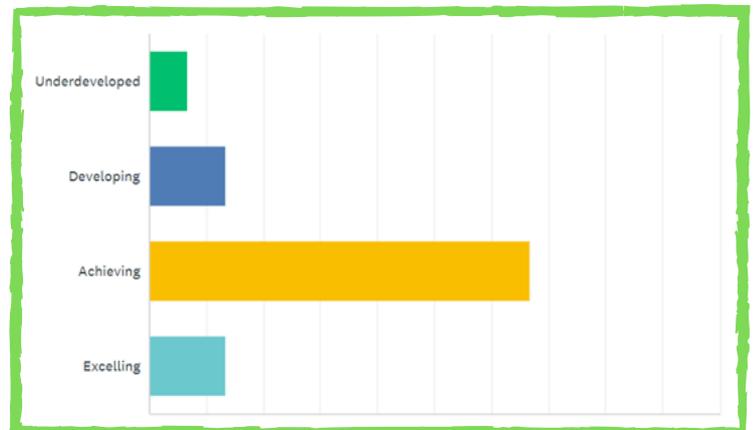
- Additional effort could be made to diversify the workforce and promote opportunities to minority communities
- Training should be provided around commitment to equality in recruitment.

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 obligation.

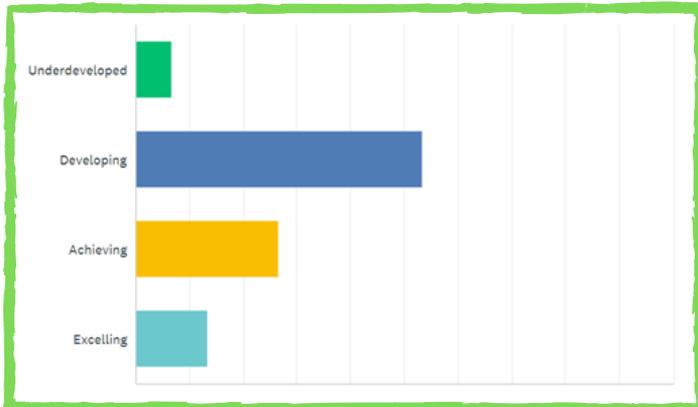
For outcome 3.2, the majority of participants grading "**achieving**".

Key points of feedback:

- Publicise findings and share with staff



3.3 – Training and development opportunities are taken up and positively evaluated by all staff.



The majority of the of the participants graded the CCG as "**developing**" for outcome 3.3.

Key points of feedback:

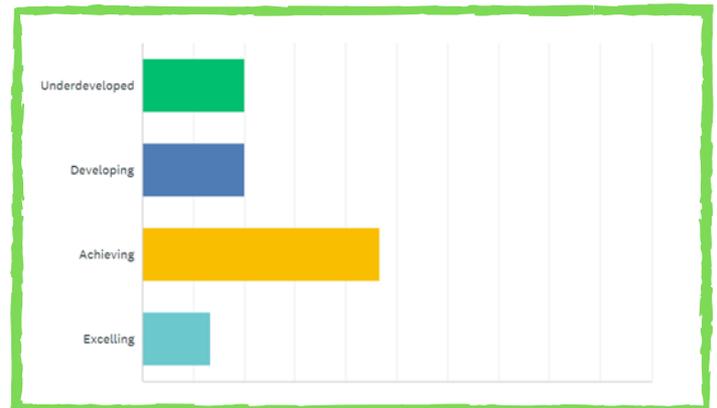
- More promotion of training to lower bands
- Targeting staff with specific opportunities for training
- Excellent support for staff to develop in their role

3.4 – When at work staff are free from abuse, harassment, bullying and violence from any source.

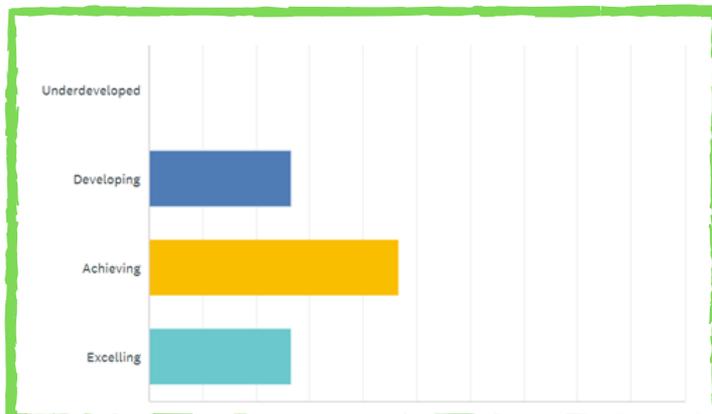
The majority of the of the participants graded the CCG as "**achieving**" for outcome 3.4.

Key points of feedback:

- Senior management should take action and report back on outcomes when negative behaviour is reported
- Some staff reported an experience of bullying culture
- Though there is strong support for staff and a zero tolerance approach



3.5 – Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives.

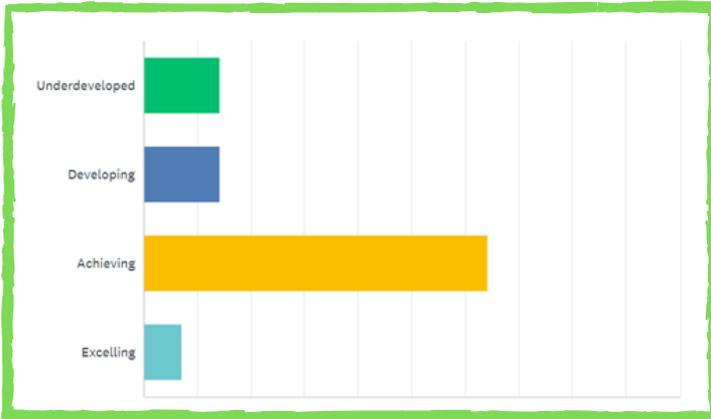


The majority of the of the participants graded the CCG as "**achieving**" for outcome 3.4.

Key points of feedback:

- There is good support from the CCG and constant reminders to take breaks and not work when on leave
- Sometimes current pressures do not always allow flexible working

3.6 - Staff report positive experiences of their membership of the workforce.



The majority of the of the participants graded the CCG as "**achieving**" for outcome 3.4.

Key points of feedback:

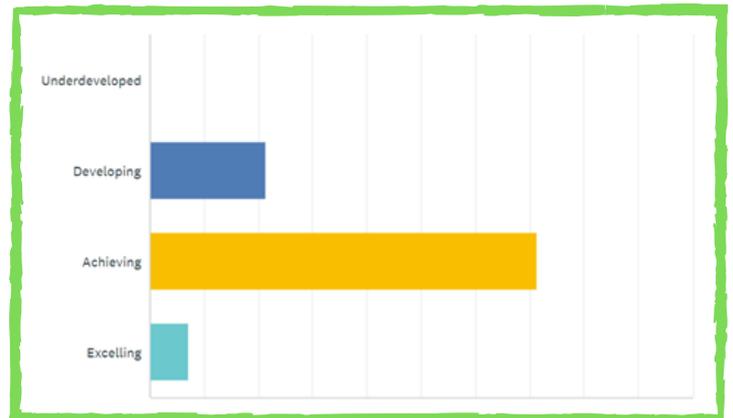
- Engagement and support that is offered does not always reach the lower bands
- There is good opportunity for staff feedback

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

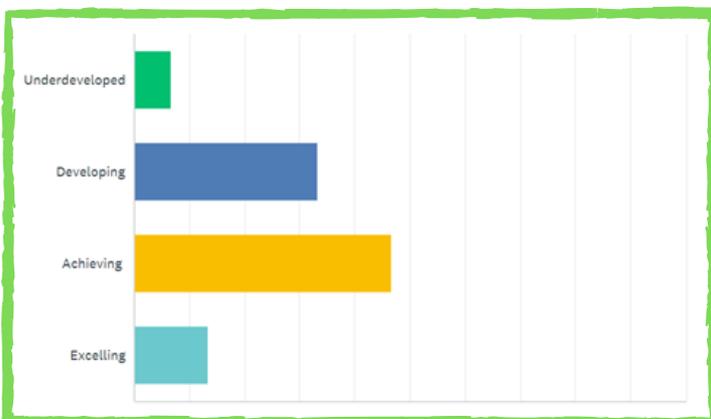
The majority of the of the participants graded the CCG as "**achieving**" for outcome 4.1.

Key points of feedback:

- Positive messages from Execs are heard within the CCG
- There is an emphasis on equalities, recent example is health inequalities.



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.

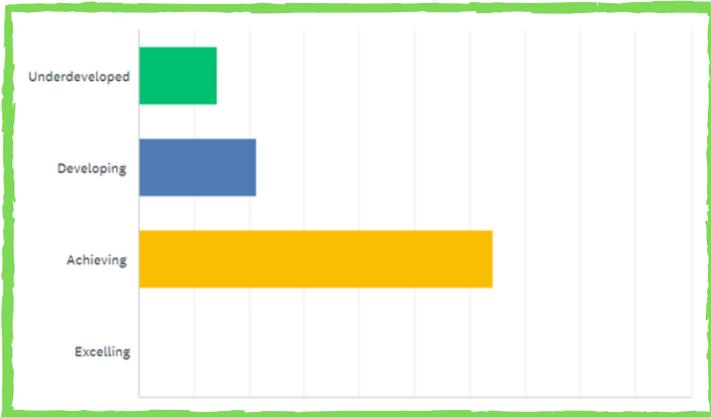


The majority of the of the participants graded the CCG as "**achieving**" for outcome 4.2, with a fair amount of participants grading "**developing**".

Key points of feedback:

- Equality impact assessments are regularly queried at Exec team meetings
- More could be done to raise awareness of them across the organisation and promote their use

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



The majority of the of the participants graded the CCG as "**achieving**" for outcome 4.3.

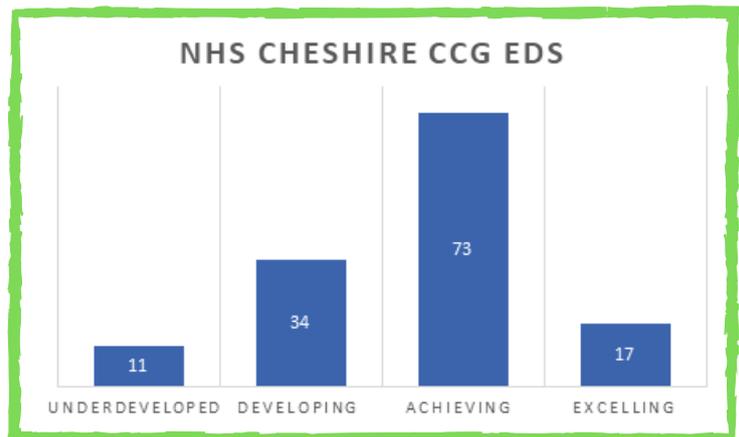
Key points of feedback:

- Managers lead by example when it comes to cultural competence

Overall Grading Results

The overall grading for Goal 3, a represented and supported workforce, is "**achieving**".

The overall grading for Goal 4, inclusive leadership, is also "**achieving**".



Feedback will inform the development of the EDS Action Plan for 2021-22. The plan will be reviewed regularly to help the CCG improve its equality performance. This will support the CCG in its equality journey by demonstrating that staff can continue to work in a supportive and inclusive environment. The action plan will be interwoven with work already being planned undertaken by the CCG.

Appendix on EDS goals and outcomes

Better Health Outcomes

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

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

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

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

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

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

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

People report positive experiences of the NHS

People's complaints about services are handled respectfully and efficiently

A representative and supportive workforce

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

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

Training and development opportunities are taken up and positively evaluated by all staff

When at work, staff are free from abuse, harassment, bullying and violence from any source

Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives

Staff report positive experiences of their membership of the workforce

Inclusive leadership

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

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

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