

## Introduction

The cluster of NHS Devon, Plymouth and Torbay Primary Care Trust has successfully transitioned over a 6 month period meeting authorisation criteria to become North, East and West Devon Clinical Commissioning Group (NEW Devon CCG). It is the largest CCG in England, covering a total population of 894,900 and is split into three localities, North, East and West Devon with a total staff group of 421. South Devon and Torbay are themselves authorised as an independent CCG.

During this transition, there has been a hive of activity to ensure the organisation has remained equally committed to achieving the population needs and it's own organisational objectives. As an emerging CCG, NEW Devon has proactively designed a full time Equality and Diversity Manager role into its new structure, sitting within the Patient Safety and Quality team. The CCG's ambition is to utilise this to ensure that the PSED is not only adhered to but furthermore active in raising awareness of the ever-changing portfolio which equality and diversity spans. Priorities for this role will include finalising an Equality, Diversity and Human rights policy, formulating a strategy and from that, an action plan. The role will work closely with HR to ensure staff needs are met but will also branch into multi agency working to meet the needs of our population.

NEW Devon recruitment process ensures compliance with the Public Sector Equality Duty. As an employer we do our utmost to ensure fairness and provide equal opportunities. Our job descriptions are designed in line with ACAS good practice guidance and we widely advertise our vacancies via the NHS jobs website and also provide individually identified contacts to support applicants. As a two tick employer, any candidates who specify a disability and meet the minimum criteria are automatically invited to interview. Under this policy, we also ensure any reasonable adjustments which would enable candidates to peruse an application are met for example; additional thinking time, essential qualities list which is not wholly reliant on academic evidence.

## From policy to practice

NEW Devon is also committed to developing more talent and has achieved this through Apprenticeship schemes and our Workforce diversity report highlights how we have continued to increase numbers steadily in the last three years. A number of younger staff who joined the Primary Care Trust through training have successfully been appointed to substantive posts in NEW Devon most of which have been promoted from band 2 to band 4 positions. The report also demonstrates that as an organisation NEW Devon has a considerable proportion of female employees, furthermore 67 have been successful in senior appointments; band 8a and above one of which is the Accountable Officer.

Within the workplace NEW Devon has a number of ways to ensure individual's needs are assessed and met. Via our Occupational health team we are able to deliver on site workplace assessments. This allows an interactive assessment, should this suggest any adjustments, and each team is then responsible to ensure the individual's needs are met. For a number of staff, this has meant specialist equipment including posture supportive chairs, raised height desks and stationery, adjustments to lighting and flexible working arrangements as well as a number of other provisions. As an organisation we also make a number of arrangements as standard such as disabled parking bays, wheelchair access to our offices and lift access.

NEW Devon CCG it is committed to making Equality and Diversity mainstream and has a suite of policies to fully support its staff including;

- flexible working which allows staff to balance their work responsibilities with other aspects of their lives
  - employment breaks, allowing individuals who have been employed with the organisation for more than 5 years, to take an extended period off work unpaid and ensures that their position remains open for them to return
  - maternity leave, to take paid or unpaid leave during or after pregnancy and child birth
  - paternity leave, to take a period of paid leave after child birth
  - adoption leave, an entitlement to a reasonable amount of time off for appointments or interviews with social workers, adoption agencies, 26 weeks paid leave and 26 weeks unpaid leave.
  - parental leave, an allocation of up to 13 weeks unpaid leave
  - job share, defining guidance for two or more people with shared responsibility for a joint role
  - family, domestic and compassionate leave policy which is aimed to assist employees to balance demands of domestic and work responsibility at times of urgent and unforeseen need or to take compassionate leave at time of a bereavement through the provision of paid or unpaid leave
- Implementing a number of policies for staff support ensures fairness across the organisation and also encourages retention. Organisational policies are fully accessible via our intranet or our HR team which includes a confidential hotline.

### **Information for staff**

Regular organisational wide newsletters and email cascades ensure that training and developmental opportunities are shared and that all individuals have equal opportunity to access them. More personalised training is often identified via Knowledge and Skills Framework (KSF) and Personal development plans which each staff member completes annually with their line manager. Tools such as these, allow tailored plans which are aimed not only to allow individuals to identify training but will be built around their personal requirements and or disability.

To ensure that the organisation is fully inclusive of staff views and opinions our human resources team regularly surveys staff via questionnaires. This allows anonymous information to be fed back into the organisation. NEW Devon is also co-located with Devon County Council and has agreed that through funding, NEW Devon staff are invited to join Devon County Council's LGBT group, in excess of this there is the flexibility to link to larger providers to join established organised groups and actively advertises Unison who offer a range of groups such as; women's group, young members and disabled members group. As an organisation we are proactively working to improve our staff provisions and our ambition is to outline this in more detail in our Equality and Diversity strategy.

Objective	Narrative	Evidence
Advance equality of opportunity between persons who share a relevant protected characteristics and persons who do not share it.	<ol style="list-style-type: none"> <li>1. 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</li> <li>2. NEW Devon CCG interviews for Accountable Officer and Chief Finance Officer Recruitment and selection process involved an invited panel of representatives from all protected characteristics, along with public and third sectors.</li> <li>3. Levels of pay and related terms and conditions are fairly determined for all posts, with staff doing equal work and work rated as of equal value being entitled to equal pay</li> <li>4. Various opportunities developed to support staff through HR process during transition from PCTs to NEW Devon CCG. Recruitment process compliant with Equality Duty and reasonable adjustments made where appropriate to ensure fair and consistent process for all staff</li> <li>5. Equality and diversity information regarding new appointments returned to SHA</li> <li>6. Actively seeking to recruit apprenticeships to increase our diversity in the workforce</li> <li>7. Workplace assessments available to staff to identify individuals needs</li> <li>8. Through support, training, personal development and performance appraisal, staff are confident and competent to do their work, so that services are commissioned or provided appropriately</li> <li>9. Health and Wellbeing drop in sessions have been held at sites around the CCG and have raised the awareness of health issues, including mental health issues. They have supported all staff, including those from underrepresented groups, to monitor their own health and wellbeing;</li> <li>10. Being Open Policy Easy-Read statement of principles worked up in partnership with Learning Disability Parliament, Joint Engagement Board.</li> <li>11. Easy Read Patient Advice Liaison Service leaflets to ensure that we increase our accessibility to non-English speakers, and those who may have difficulty</li> <li>12. Actively raise awareness of regional Equality and Diversity updates, news and events to all staff</li> <li>13. Plans in development to take a report on equality objectives to next staff side meeting</li> </ol>	<p>Job descriptions in accordance to ACAS good practice advice / Mindful employer</p> <p>Agenda for change which has been continually adopted over regional pay schemes Fixed term contracts policy</p> <p>HR recruitment Equality Act Briefing document Organisational Change policy</p> <p>Workforce Diversity report 2012</p> <p>KSF and Development review policy</p> <p>16<sup>th</sup> January 2013, 16<sup>th</sup> &amp; 30<sup>th</sup> November 2012</p> <p>Being Open policy</p> <p>Easy Read PALS leaflets</p> <p>Infomail newsletter</p>

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Managing legal risk and ensuring compliance with the PSED	<ol style="list-style-type: none"> <li>1. Tenders from 2011/12 demonstrate we have had applications from both small and large parties</li> <li>2. Rolling programme of equality training available through L&amp;D; NEW Devon CCG procurement staff yet to attend</li> <li>3. All proposals including policies/ procedures and strategies are screened and analysed for equality</li> <li>4. Non-Exec Lead identified to support progression of equality agenda</li> <li>5. E&amp;D Briefings planned for CCG Governing Body and Locality Shadow Boards in last quarter of 2012/13</li> <li>6. Use of the NHS Standard contract ensures we follow national guidance and furthermore ensures compliance</li> <li>7. Further development of quality transition document required to include E&amp;D; also strengthening of Clinical Quality Review meetings (CQRM) to reflect provider progress re: E&amp;D</li> <li>8. Regular updates to Board by Chief Nursing Officer</li> <li>9. Quarterly reports received by the Integrated Governance Committee re: patient advice and complaints activity including the development of information and policy where gaps are identified for protected groups.</li> </ol>	<p>Tenders from 2011/12 demonstrate we have had applications from both small and large parties Sample of training update questions  Sample policy with EIA   Locality E&amp;D briefing    Royal Devon and Exeter Equality report</p>
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act	<ol style="list-style-type: none"> <li>1. Ensure fairness in recruitment processes to follow national NHS standards and adopt national policies</li> <li>2. The organisation uses the "Competency Framework for Equality and Diversity Leadership" to recruit, develop and support strategic leaders to advance equality outcomes</li> <li>3. Ensure individuals with specific needs have personal needs met</li> <li>4. The safety of patients is prioritised and assured. In particular, patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all</li> <li>5. Staff are free from abuse, harassment, bullying, violence from both patients and their relatives and colleagues, with redress being open and fair to all</li> <li>6. Flexible working options are made available to all staff, consistent with the needs of the service, and the way that people lead their lives. (Flexible working may be a reasonable adjustment for disabled members of staff or</li> </ol>	<p>"Two tick policy"</p> <p>Framework</p> <p>Health and safety wheelchair evacuation plan, use of various telephony systems Equality and diversity policy</p> <p>Equality and diversity policy Dignity at work policy Whistleblowing policy Domestic violence to staff policy</p> <p>Flexible working policy Home working policy Employing people with a disability policy</p>

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	<p>carers.)</p> <ol style="list-style-type: none"> <li>7. Middle managers and other line managers support and motivate their staff to work in culturally competent ways within a work environment free from discrimination</li> <li>8. Ensure all policies, board and committee reports have a completed EIA</li> <li>9. Patients, carers and communities are consulted on changes and or service redesign. Services are readily accessible</li> <li>10. Consultation with Learning Disabled community on new Patient Advice and complaints leaflets and contact options.</li> <li>11. PALS/complaints cases- any issues of discrimination, restricted access reported to acute trust equality and access groups, including issues of dignity and care for patients with dementia.</li> </ol>	<p>Provide training to Leadership Team and Governing Body members</p> <p>Sample of papers</p> <p>Engagement strategy</p> <p>Sample leaflets</p>
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