Equality, diversity and inclusion scheme

November 2011
This document is available in the following formats

- easy read
- large print documents
- audio.

This documents is available on our website www.pharmacyregulation.org

or by contacting our Communications Team:
communications@pharmacyregulation.org
About us

The General Pharmaceutical Council (GPhC) is the regulator for pharmacists, pharmacy technicians and pharmacy premises.

It is our job to protect, promote and maintain the health, safety and well being of all members of the public, and in particular those members of the public who use or need the services of pharmacy professionals or the services provided at a registered pharmacy.

Our principal functions include:

- Setting standards for conduct, ethics, and performance, owners and superintendents, education and training and continuing professional development (CPD);
- Establishing and promoting standards for the safe and effective practice of pharmacy at registered pharmacies;
- Establishing fitness to practise requirements, monitoring pharmacy professionals’ fitness to practise and dealing fairly with complaints;
- Approving qualifications for pharmacists and pharmacy technicians;
- Maintaining a register of pharmacists, pharmacy technicians and pharmacy premises.
- We aim to ensure that regulation is fair and proportionate – that is, in line with the level of risk posed to public health, safety and well being – and not over-burdensome. We want it to be flexible enough to respond to the changing demands made on the profession and to allow for innovation at the same time as maintaining high quality practice.
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1. Introduction

What we do
The General Pharmaceutical Council’s purpose is to protect and promote the health and safety of patients and the public by assuring the maintenance and development of safe and effective pharmacy practice in Great Britain. We also contribute to the continued development of trust and confidence in pharmacy by patients and the public and other health professionals.

We secure the confidence of patients, the public and pharmacy professionals by being a healthcare regulator that demonstrates effectiveness and efficiency and supports innovation in delivering its functions. We will ensure that our values are at the heart of everything we do and as a regulator we will:

(a) be focused on improvement
(b) be responsive to change
(c) develop policies that are inclusive
(d) be independent and fair
(e) demonstrate respect for others
(f) ensure that regulation is proportionate.

Further information about the General Pharmaceutical Council and the professions it regulates can be found at Annex 1.

2. Our commitment to equality and diversity

We are committed to promoting equality, valuing diversity and being inclusive in all our work as a healthcare regulator, a public service provider and an employer and ensuring that the equality duties are being met.

Through embedding equality, diversity and inclusion in all that we do, we will improve both our effectiveness and efficiency as a regulator, by ensuring that the resources invested in services actually benefit all those who use or need them. We will continue to encourage a
higher profile for equality and diversity in our role as a regulator, public service provider and employer.

This scheme sets out our commitment to equality, diversity and inclusion by which we mean we will:

- promote an inclusive culture for all our staff, others who work with us, and the people that we serve
- provide services that are accessible and appropriate for everyone
- provide organisational capability for continuous improvement, learning and sharing good practice
- work towards the elimination of all forms of discrimination and harassment
- positively promote equality through our activity and communications.

Our scheme is designed to be integral to our Business Plan and is a firm statement of our intent in meeting our business aims. We will:

- aim to ensure that our policies and procedures are transparent, free from discrimination and fair to all individuals and groups regardless of their ethnic origin, race, sex, disability, sexual orientation, transgender, religion and belief or age, marriage and civil partnerships, pregnancy and maternity.
- provide the Council members, our staff and those carrying out work on our behalf with appropriate training on our equality scheme and how to put it into practice
- use equality impact assessments to ensure that our policies and procedures are developed in ways that seeks to eliminate as far as possible any adverse impact on particular groups
- involve stakeholders in developing our equality scheme and impact assessment procedures
- develop action, communication and engagement plans to support the implementation and monitoring of the scheme.
- ensure that breaches of the scheme are dealt with, where appropriate, under the relevant GPhC procedure.
3. Vision and values

Our equality scheme is designed to be integral to our Vision and Strategy document, which is available to download at: http://www.pharmacyregulation.org/imagesandvideos/visionandstrategy2650.pdf and is a firm statement of both our business aims and our values.

4. Aims of the scheme

The scheme aims to help us to:

- ensure that all our services are free from discrimination;
- promote equality of opportunity;
- promote good relations between people across all protected characteristic groups and particularly from different racial groups;
- promote participation from all protected characteristic groups;
- promote positive attitudes towards disabled people;
- take account of disabled persons’ disabilities even if this means treating disabled people more favourably;
- treat members of the public, pharmacy professionals, complainants, current and prospective council members, staff and job applicants solely on the basis of their merit, abilities and potential and relevant legal requirements;
- foster mutual respect and trust; and
- communicate and monitor our scheme effectively.

5. Equality, diversity and inclusion strategy

Diversity is a term that refers to the differences that individuals may chose to identify with such as differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexuality, age, faith, knowledge and life experiences of each individual in any group of people. The term is used to highlight individual needs and focus on the elimination of barriers.

We are determined to ensure that equality in diversity is led from the very top of this organisation and have therefore committed to the development of an equality, diversity and inclusion (EDI) leadership group to advise on progressing equality and diversity and inclusion within the organisation. We will aim to ensure that membership of this group reflects all the protected characteristics.
EDI leadership group
The equality, diversity and inclusion leadership group will include:

- the chief executive
- a director;
- a management group member;
- a staff member;
- the head of corporate governance; and
- the equality and diversity lead.

The role of the EDI group will be to:

- focus GPhC staff leadership on the issue of equality, diversity and inclusion;
- provide an on-going visible focus on the drive for delivery, awareness and training;
- steer the EDI agenda, together with input from staff and an external reference group;
- clear any delays and consider resources and priorities.

In addition to the EDI leadership group the GPhC will develop an equality, diversity and inclusion reference group. This group will be built on relationships already being established with wider equality and diversity networks. We will aim to ensure that the membership of the reference group reflects all the protected characteristics.

EDI reference group
The EDI reference group will include:

- representatives from external equality, diversity and inclusion network groups;
- external equality, diversity and inclusion professionals;
- GPhC staff equality, diversity and inclusion champions; and
- the GPhC equality and diversity lead.

The role of the EDI reference group will be to:
• provide the GPhC’s standing arrangement for obtaining feedback and well-informed advice;
• provide broadly based advice on current equality and diversity trends and best practice;
• offer guidance and support to the EDI leadership group on how to effectively implement EDI ideas; and
• to comment on draft equality, diversity and inclusion reports and monitor documents for scrutiny by the EDI leadership group.

6. How we will develop the scheme

Planning and priorities
As a new regulator this is our first attempt at producing an equality scheme. Our approach to developing equality and diversity within the organisation will be staged to reflect our starting base and the need to ensure that the scheme is well implemented prior to moving on to embedding and finally promoting equality and diversity in all that we do. The first stage of implementation involves 6 key themes that are reflected in our action plan:

• consulting widely with relevant stakeholders and the wider equality community;
• training our staff so that they receive information relevant to their roles;
• considering equality implications in all our standards and policies
• developing equality impact assessment procedures and carrying them out;
• developing E&D action plans across the organisation; and
• identifying the information we need to track and monitor to ensure best practise in all our regulatory operations.

The scheme will be updated with practical examples and aggregated data as we improve our data collection methods. In producing the new GPhC rules, equality impact assessments were carried out and published. Emerging themes related to: capturing and analysing data in relation to the equality groups, in each area of our work; reviewing Council policies to ensure that they include our commitment to fairness and inclusivity for the nine protected characteristics (see 7 below); reviewing GPhC documentation to ensure that they are produced in different formats, particularly large print; and, rolling out equality and diversity training. These themes are currently reflected in priorities for action planning. The Action Plan for year 1 can be found on page 19 of this document.
Currently all papers going before the Council members for discussion are required to consider equality and diversity implications.

Involvement and engagement
To ensure that the scheme is developed in conjunction with our stakeholders we have started to plan involvement opportunities. We are developing an EDI leadership group and EDI reference group (as outlined above) to help us to develop as a fair and equitable regulator.

We need to work hard to be inclusive, particularly with those traditionally perceived as ‘hard to reach’. Working with communities we will do our utmost to make sure that people who can attend meetings have their say. If people are unable to attend meetings we will do our best to make sure their views are heard.

We will pay particular attention to identifying and engaging groups and individuals who in the past have been under-represented in the health care agenda. We will do this by working/partnering with advocacy organisations and seek their guidance about best practice.

7. The equality duties
Under the Equality Act 2010 the GPhC has statutory duties, as an organisation providing a public service, covering all protected characteristics:

- age
- disability
- gender reassignment
- race
- religion or belief
- sex
- sexual orientation
- marriage and civil partnership
- pregnancy and maternity.

We must, in the exercise of our functions, have due regard to the need to:
a. eliminate discrimination, harassment and victimisation
b. advance equality of opportunity between people who share a protected characteristic and those who do not
c. foster good relations between people who share a protected characteristic and those who do not
d. promote positive attitudes towards disabled people
e. encourage the participation of disabled people in public life
f. take account of a disabled person’s disabilities even if this means treating the disabled person more favourably.

8. Our approach to fulfilling our duties under the act

As a best practice approach we are going beyond the statutory requirements outlined above, to publish an equality scheme and apply the same principles to our internal policies on all protected characteristics (see 7 above).

This scheme outlines what we are required to do under the Equality Act 2010 and also describes the steps we have taken and will take in order to ensure that we do not discriminate against people unlawfully. The scheme encompasses policy statements in relation to various groups but is a single scheme, as many of the steps we might take to avoid or mitigate any adverse impact would be relevant to some or all of these groups. Our scheme shows how we are working to achieve this.

Race equality

As an approach to best practice and fulfilling our general duty as a regulator, public service provider and an employer, we will:

- review our functions and policies and consider whether they have implications for race equality;
- give priority where the need for action is greatest and to those functions and policies of ours which have the greatest potential to affect different racial groups;
- work with representatives of racial and ethnic groups to help ensure that our services meet their needs and to improve access to those services;
- maintain systems to allow us to monitor the effects of our policies and any changes made to them, on different racial groups; and
- promote access to information and services, where appropriate, through the use of translation and interpretation services.
As an employer we will:

- welcome and encourage job applications from people with ethnic minority backgrounds;
- monitor our employees and job applicants by ethnicity so as to identify and address any adverse impact of our policies on the promotion of equality amongst different racial groups; and
- ensure that any allegations of racial discriminations or harassment are investigated thoroughly, speedily and sensitively.

**Sex equality**

As an approach to best practice and fulfilling our general duty as a regulator, public service provider and an employer, we will:

- seek to ensure that our services and guidance are non-discriminatory and do not make unnecessary assumptions about people based on sex;
- work with representatives of gender groups to help ensure that our services meet their needs and to improve access to those services;
- ensure that our pay and rewards system is fair and transparent and that any equal pay issues are resolved effectively;
- ensure that flexible working policies apply equally to men and women and personnel policies apply to staff regardless of sex;
- monitor our employees and job applicants by sex so as to identify and address any adverse impacts on particular groups;
- ensure that any allegations of discrimination or harassment on the grounds of sex, are investigated thoroughly, speedily and sensitively.

**Sexual orientation equality**

As an approach to best practice and fulfilling our general duty as a regulator, public service provider and an employer, we will:

- seek to ensure that our services and guidance are non-discriminatory and do not make unnecessary assumptions about people based on sexual orientation;
- work with representatives of sexual orientation groups to help to ensure that our services meet their needs and to improve access to those services;
- confront homophobic, and biphobic attitudes, behaviour and language and encourage understanding of individual attributes and rights;
- ensure that flexible working policies apply equally to men and women and that
personnel policies apply to staff regardless of sexual orientation;

- monitor our employees and job applicants by sexual orientation so as to identify and address any adverse impacts on particular groups;
- ensure that any allegations of discrimination or harassment on the grounds of sexual orientation are investigated thoroughly, speedily and sensitively.

**Gender reassignment equality**
As an approach to best practice and fulfilling our general duty as a regulator, public service provider and an employer, we will:

- seek to ensure that our services and guidance are non-discriminatory and do not make unnecessary assumptions about people based on transgender;
- confront transphobic attitudes, behaviour and language and encourage understanding of individual attributes and rights;
- work with representatives of transgender groups to help ensure that our services meet their needs and to improve access to those services;
- ensure that flexible working policies apply equally to transgender people and that personnel policies apply to staff regardless of gender;
- ensure that any allegations of discrimination or harassment on the grounds of transgender, are investigated thoroughly, speedily and sensitively.

**Disability equality**
As an approach to best practice and fulfilling our general duty as a regulator, service provider and employer we will adhere to the social model of disability. The social model of disability, now widely accepted in public policy and practice and designed by disabled people themselves, takes into account the barriers that disabled people face which are imposed by society and societal attitudes, values and failure to adapt to their impairments. This model is empowering for disabled people and moves away from the concept of disabled people being inferior to non-disabled people.

In order to promote equality of opportunity for disabled people, we will:

- look at the extent to which our functions and services take account of the needs of disabled people;
- consider the effect of our policies and practices on the opportunities for disabled people;
- work with representatives of disabled people and relevant groups to help ensure that our services meet their needs and to improve access to those services;
gather information in relation to recruitment, development and retention of disabled employees;

promote access to information and services;

ensure that GPhC events are held in premises with appropriate facilities for disabled people;

welcome job applications from disabled people;

undertake, wherever possible to retain employees who experience disability, by making reasonable changes to their duties or working environment; and

gather information in relation to recruitment, development and retention of disabled employees;

promote access to information and services;

ensure that GPhC events are held in premises with appropriate facilities for disabled people;

welcome job applications from disabled people;

undertake, wherever possible to retain employees who experience disability, by making reasonable changes to their duties or working environment; and

gather information in relation to recruitment, development and retention of disabled employees;

promote access to information and services;

ensure that GPhC events are held in premises with appropriate facilities for disabled people;

welcome job applications from disabled people;

undertake, wherever possible to retain employees who experience disability, by making reasonable changes to their duties or working environment; and

ensure that any allegations of discrimination or harassment on the grounds of disability are investigated thoroughly, speedily and with sensitivity.

Religion or belief equality

In order to promote equality between people from different faith groups, as well as those who do not believe, as a regulator, public service provider and employer we will:

where reasonably practicable, ensure that meetings, hearings and events do not coincide with cultural or religious festivals or holidays where this would prevent people from attending;

ensure that leave is not withheld unreasonably from employees who wish to celebrate cultural or religious festivals or holiday;

work with representatives of people of different faiths, including non-believers, to help to ensure that our services meet their needs and to improve access to those services;

not impose dress restriction on employees which may be discriminatory unless such restrictions can be justified objectively in terms of meeting a legitimate health and safety or business aim;

seek to ensure that food provided at meetings and events will meet the needs of those attending;

where reasonably practicable, ensure that the needs of those who require a place for prayer are appropriately met; and

ensure that any allegations of discrimination or harassment on the grounds of religion or belief are investigated thoroughly, speedily and sensitively.
Age Equality
As an approach to best practice and to fulfil our general duty as a regulator, public service organisation and employer we will:

- seek to identify and meet the needs of different age groups, particularly older people and children when we provide services;
- welcome job applications from older and younger people;
- gather information in relation to recruitment and development of employees of all ages;
- ensure that any allegations of discrimination or harassment on the grounds of age are investigated thoroughly, speedily and sensitively.
Further information about the General Pharmaceutical Council and the professions it regulates

1. Council, committees and staffing

The Council

The role of the Council is to oversee the provision of regulation that ensures public protection and keeps pace with change and to set standards within the profession, targeting those areas of greatest need. The 14-strong Council is composed of equal numbers of pharmacy professionals and lay people. Lay people bring in knowledge from outside the profession and help to ensure public focus, openness and transparency.

To reinforce independence, and to ensure transparency in decision-making, our Council is appointed rather than elected. Members are appointed by the Appointments Commission on behalf of the Privy Council to ensure a balance of qualities, skills and experience, and to reflect the diversity of the public and of the pharmacy profession.

We cover England, Scotland and Wales. In order to reflect differences in health service delivery, the Council includes at least one person who lives or works in each of the three participating countries.

The Committees

There are three statutory committees established under the Pharmacy Order 2010: the Investigating, Fitness to Practise and Appeals Committees.

Directorates

We are committed to creating a work environment free from unlawful discrimination, harassment and bullying, where everyone is treated with dignity and respect. No employee
or potential employee will receive less favourable treatment or consideration due to belonging to any of the protected characteristic groups. Our internal Equality and Diversity Policy specifically sets out our approach to managing bullying and harassment and dealing with complaints of discrimination from our staff.

We employ approximately 126 staff most of whom are based in Central London with 29 members of inspectorate staff based throughout England, Scotland and Wales. The General Pharmaceutical Council is divided into directorates each led by a member of the Executive Team:

- The Regulatory Services Directorate incorporates: customer services, quality and case management, investigations and case management, legal advice and hearings management and the inspection team.

- The Policy and Communications Directorate incorporates: communications, standards and fitness to practise policy, the standards advisory team, education and registration policy, stakeholder engagement, and patient and public engagement.

- The Resources and Corporate Development Directorate incorporates: finance, human resources, information technology, procurement, governance, business planning and improvement, facilities, and the Council secretariat.

**Those who work on our behalf**

13 groups work on our behalf and have responsibilities under the Equality Act 2010 but are not employees. They are generally known as General Pharmaceutical Council associates:

- Fitness to Practise Committee members
- Investigating Committee members
- Appeals Committee members
- Statutory committees’ legal advisers
- Statutory committees’ clinical advisers
- Medical Assessors
- CPD Reviewers
- Assessors (examiners)
- Adjustments group
2. CHARACTERISTICS OF THE PROFESSION

There are approximately 48,000 pharmacists and 16,000 pharmacy technicians on the GPhC Register (October 2011). A professional census commissioned by the Royal Pharmaceutical Society of Great Britain (RPSGB) in 2009 showed that among registered pharmacists at that time, 57% were female. Almost half of the pharmacists on the Register are aged under 40 years. Female pharmacists as a group are younger than males – 55.2% are aged under 40 years, compared with 40.7% of males. Of all registered pharmacists and pharmacy technicians 63% are White, 17% Asian, 3% Black and just under 3% were of Chinese origin. 10% of registrants were recorded as “ethnic origin unknown”.

Overseas Registrants

The current register shows that approximately 5,044 3,000 (11.7%) of registered pharmacists qualified overseas. The census commissioned by RPSGB in 2009 also indicated that pharmacists who entered the register via an overseas route were on average younger than home pharmacists (38.8 years versus 42.6 years). The majority (95.2%) from Europe were of white origin, as were a large proportion (78.1%) of those who had entered via the reciprocal route. 38% of those who entered through the adjudication route (required to complete a period of study, followed by pre-registration training and examination) were of black ethnic origin.
**Objective 1: Revise interim scheme**

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<tr>
<th>Actions</th>
<th>Milestones</th>
<th>Outcomes</th>
<th>Protected Characteristics</th>
<th>Responsible Officer(s)</th>
<th>Target Date/Updates</th>
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</thead>
<tbody>
<tr>
<td>Obtain feedback on interim Scheme from Council members</td>
<td>Members’ views incorporated</td>
<td>Scheme ready for final internal staff input and external consultation</td>
<td>All</td>
<td>Equality, diversity and inclusion lead</td>
<td>Members’ views received To Council December 2010/January 2011</td>
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<tr>
<td>Develop Scheme Action Plan</td>
<td>Scheme update reported to Council</td>
<td>Final Scheme adopted by GPhC</td>
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<td>Final Scheme to Council June 2011</td>
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<td>Update Scheme</td>
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**Objective 2: Conduct Consultation/Engagement**

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<th>Target Date/Updates</th>
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<tr>
<td>Obtain views on Scheme from staff</td>
<td>Engage with staff across directorates and functions to identify key areas that require</td>
<td>Staff engaged in E&amp;D E&amp;D Scheme reflects</td>
<td>All</td>
<td>Equality, diversity and inclusion lead</td>
<td>Staff views January - June 2011</td>
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<tr>
<td>Obtain views on the Scheme from: external stakeholders - members of the public, registrants, health and community/voluntary sector organisations, other regulators, educators, employers - across the nine protected characteristics</td>
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<td>Work with others in health professions regulation on E&amp;D</td>
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<td>Develop on-going mechanisms for continuous engagement</td>
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<td>attention and that are critical to meeting our statutory duties</td>
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<td>Set out an updated scheme and thinking following internal work</td>
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<td>Seek ‘public’ view on the themes identified to support the development of the Scheme and how the public wish to engage</td>
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<td>Regularly attend regulators’ E&amp;D Forum</td>
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<td>the views of staff</td>
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<td>E&amp;D Scheme reflects the views of registrants and the public</td>
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<td>Staff focus, responsibility and ongoing involvement in E&amp;D practices within GPhC</td>
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<tr>
<td>GPhC complies with statutory duty to develop on-going engagement with disabled people</td>
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<td>GPhC develops best practice in line with other regulators</td>
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<td>Disability</td>
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<td>All</td>
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<td>External views June – October 2011</td>
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<td>Views from disabled people June – October 2011</td>
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<tr>
<td>Barking and Dagenham Disability Equality Forum agreed to engage with GPhC and provide feedback on interim Scheme – 6.12.10</td>
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<td>Work with others ongoing</td>
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## Objective 3: Training Provision

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<th>Milestones</th>
<th>Outcomes</th>
<th>Protected Characteristics</th>
<th>Responsible Officer(s)</th>
<th>Target Date/Updates</th>
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</thead>
<tbody>
<tr>
<td>Provide equality and diversity training across the organisation</td>
<td>Relevant training identified</td>
<td>Council Members are confident in respect of their responsibilities under the Equality Act 2010</td>
<td>All</td>
<td>Procurement Manager</td>
<td>Discussion with HR on form of training late May</td>
</tr>
<tr>
<td>Specific disability training to relate to the social model of disability.</td>
<td>Identify and appoint training provider</td>
<td>Staff trained in E&amp;D, and enabled to carry out impact assessments and action planning and review</td>
<td>All</td>
<td>Head of HR</td>
<td>Staff training to commence in January 2012</td>
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<td></td>
<td>Council members receive updated training</td>
<td>Associates receive specific relevant E&amp;D training i.e. appeal committee members; FtP committee members</td>
<td>All</td>
<td>Equality, diversity and inclusion lead</td>
<td>Associate training to commence in January 2012</td>
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<td></td>
<td>Staff receive overall E&amp;D training with review i.e. web-based</td>
<td>Staff and associates are able to put E&amp;D Scheme into practice</td>
<td>All</td>
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<td>Associates’ training needs assessed</td>
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<td>All</td>
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<td>Training in place for new staff members</td>
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<td>All</td>
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## Objective 4: Equality Impact assessments (EqIAs)

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<th>Action</th>
<th>Milestones</th>
<th>Outcomes</th>
<th>Protected Characteristics</th>
<th>Responsible Officer(s)</th>
<th>Target Date/Updates</th>
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<tbody>
<tr>
<td>Carry out Equality Impact Assessments</td>
<td>Research available tools</td>
<td>EqIAs conducted on existing and new policy, service, function or project. Outcomes prioritised and identified in action plans</td>
<td>All</td>
<td>All staff</td>
<td>Start 2011</td>
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<td>Consult stakeholders on EqIAs</td>
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<td>Adopt an EqIA tool</td>
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<td>Roll out impact tool to staff following appropriate training</td>
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<td></td>
<td>EqIAs regularly reviewed</td>
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<td>EqIAs should benefit from equality data</td>
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<td>Involve stakeholders in developing our impact assessment procedures</td>
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<tr>
<td>Action</td>
<td>Milestones</td>
<td>Outcomes</td>
<td>Protected Characteristics</td>
<td>Responsible Officer</td>
<td>Target Date/Updates</td>
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<tr>
<td>All Directorates to develop action plans for key work areas across protected characteristics (pc)</td>
<td>Staff groups engaged on developing action plans</td>
<td>Relevant action plans developed and added to E&amp;D Scheme</td>
<td>All</td>
<td>All staff</td>
<td>Start in January</td>
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<tr>
<td>Directorates to develop mechanisms to ensure plans monitored and updated</td>
<td>Develop internal Equality and Diversity Leads/Champions</td>
<td>Action plan outcome targets regularly monitored</td>
<td></td>
<td>Equality, diversity and inclusion leadership group</td>
<td>Pilot carried out with Standards Advisory Service in December 2010 – action plan to June 2011 completed.</td>
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<td>Outcomes added to E&amp;D annual report and updated for next Scheme</td>
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<td>Head of HR</td>
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<td>Diversity Champions appointed to report on directorate equality activities</td>
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## Objective 6: Monitoring

<table>
<thead>
<tr>
<th>Action</th>
<th>Milestones</th>
<th>Outcomes</th>
<th>Protected Characteristics</th>
<th>Responsible Officer</th>
<th>Target Date/Updates</th>
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</thead>
<tbody>
<tr>
<td>Develop methods for data collection</td>
<td>Review scope for capturing data in relation to the protected characteristics (pc) in each area of our work</td>
<td>The Scheme is updated with practical examples and aggregated data as required for ‘best practice’</td>
<td>All</td>
<td>All staff</td>
<td>Start in January&lt;br&gt;Initial meeting held with HR and Governance – Dec 2010</td>
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<tr>
<td>Develop criteria for monitoring information</td>
<td>Analyse data in relation to each pc in all areas of our work where possible</td>
<td>Appropriate evidence is gained for action planning decisions</td>
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<td>Equality, diversity and inclusion leadership group</td>
<td>Begin to look at criteria for monitoring information at EDI reference group in May 2011</td>
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<td></td>
<td>An informal leadership group that advises on progressing E&amp;D and inclusion within the organisation is developed</td>
<td>Emerging themes are identified and prioritised in action planning process</td>
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<td>Equality, diversity and inclusion leadership group</td>
<td>Outlined in Business Plan by end June 2011</td>
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<td></td>
<td></td>
<td>Targets detailed in this plan are monitored in the GPhC’s Business</td>
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<td>Equality, diversity and inclusion leadership group</td>
<td>Equality Diversity and Inclusion leadership group developed – first meeting May 2011</td>
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<td>Executive team discuss</td>
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<td>Plan</td>
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<td>E&amp;D is mainstreamed within the work of the GPhC</td>
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<td>identification of E&amp;D leads for each project – March 2011</td>
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<td>Executive team agreed a methodology for embedding E&amp;D within project scope – March 2011</td>
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<td>Discussions to take place within the org. i.e. FtP, registration, to implement monitoring as criteria develop</td>
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