



Norfolk and Waveney
Clinical Commissioning Group

NHS Norfolk and Waveney CCG

NHS Workforce Race Equality Standard Report and Action Plan 2019/20

Version 2
October 2020

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About the Workforce Race Equality Standard

The NHS Workforce Race Equality Standard (WRES) was made available to the NHS in April 2015, following engagement and consultation with key stakeholders and NHS organisations across England. Implementing the Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations.

The WRES aims to help NHS organisations ensure that employees from Black and Minority Ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

The main purpose of the WRES is to:

- Help local, and national, NHS organisations (and other organisations providing NHS services) to review their data against the nine WRES indicators.
- Produce action plans to close the gaps in workplace experience between white and BME staff.
- Improve BME representation at the Board level of the organisation.

Foreword

NHS Norfolk and Waveney Clinical Commissioning Group (CCG) was established on 1 April 2020. Following the creation of a single management team in April 2019, the NHS CCGs for Norwich, North Norfolk, South Norfolk, West Norfolk and Great Yarmouth and Waveney formally merged in April 2020. The CCG employs around 450 staff across three locality bases.

The CCG works with health and social care partners to plan, buy and monitor local health services for the population of Norfolk and Waveney.

The CCG is committed to the equality and diversity agenda as defined by the protected characteristics of age, disability, gender, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion/belief and sexual orientation.

CCGs are not required by the NHS standard contract to fully apply the WRES as some CCG workforces are too small for the WRES indicators to either work properly or comply with the Data Protection Act. However, CCGs should commit to the principles of the WRES and apply as much of it as possible to their workforce.

CCGs have two roles in relation to the WRES:

- 1) As commissioners of NHS services - the CCG Improvement and Assessment Framework (IAF) requires CCGs to give assurance to NHS England that their providers are implementing and using the WRES.
- 2) As employers - this WRES Report sets out the CCG's performance and commitments against the nine mandatory NHS WRES indicators and the associated Action Plan that has been developed to address the variances between white and BME staff experiences.

WRES Indicators

There are nine WRES indicators. Four focus on workforce data, four are based on data from the national NHS Staff Survey questions, and one indicator focuses upon BME representation on boards.

There were no key changes in the 2020 Technical Guidance released on 23 June 2020. However, NHS England have confirmed that CCGs are not required to submit data this year against the NHS Staff Survey indicators 5, 6, 7, & 8.

1	Percentage of staff in each of the Agenda for Change bands (1-9 and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce disaggregated by clinical and non-clinical staff.
2	Relative likelihood of staff being appointed from shortlisting across all posts.
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
4	Relative likelihood of staff accessing non-mandatory training and CPD.
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.
7	Percentage believing that trust provides equal opportunities for career progression or promotion.
8	In the last 12 months have you personally experienced discrimination at work from any of the following? – Manager, team or other colleagues
9	Percentage difference between the organisation's Board members and its overall workforce disaggregated by voting membership and by executive membership of the Board.

Local NHS Healthcare Providers and Compliance

The WRES applies to all types of providers of non-primary healthcare services operating under the full-length version of the NHS Standard Contract, and so is applicable to NHS providers, independent sector providers, and voluntary sector providers.

The IAF requires all CCGs, in their role as commissioners of NHS services, to provide data from their providers in relation to reported harassment, discrimination and lack of equal opportunities between white and BME groups in the workforce.

The data is based upon responses to the NHS staff survey (WRES indicators 5-8). As this data has not been collected for 2019/20 we will include the most recent published version of this data from providers.

Links to our main provider's submissions are included on the next page.

Provider Assurance

The NHS Standard Contract requires providers to address the issue of workforce race inequality by implementing and using the WRES and submitting an annual report to their Co-ordinating Commissioner on its progress in implementing that standard.

The table below provides the links to latest WRES Reports for the CCG's main providers.

Trust	Link
Queen Elizabeth Hospital King's Lynn NHS Foundation Trust	www.ecch.org/workforce-race-equality-standard-wres/
Norfolk and Norwich University Hospitals NHS Foundation Trust	www.nnuh.nhs.uk/about-us/equality-diversity/
James Paget University Hospitals NHS Foundation Trust	www.jpaget.nhs.uk/media/506843/WRES-2020.pdf
East of England Ambulance Service NHS Trust	www.eastamb.nhs.uk/about-us/workforce-race-equality-standard.htm
Norfolk and Suffolk Foundation Trust	www.nsft.nhs.uk/About-us/Pages/Equality.aspx
Norfolk Community Health and Care NHS Trust	www.norfolkcommunityhealthandcare.nhs.uk/equality-diversity-and-inclusion/
East Coast Community Healthcare CIC	www.ecch.org/workforce-race-equality-standard-wres/

WRES Indicator 1

Percentage of staff in each of the Agenda for Change bands 1-9 and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce.

			NHS Great Yarmouth and Waveney CCG	NHS North Norfolk CCG	NHS Norwich Clinical CCG	NHS West Norfolk CCG	NHS South Norfolk CCG
Data for reporting year	% BME Bands 1-9	Clinical	0.65%	0%	0%	0%	0%
		Non clinical	2.6%	0%	5.5%	4%	1.7%
	% BME VSM	Clinical	0%	0%	0%	0%	0%
		Non clinical	0%	0%	0%	0%	0%
Data for previous year	% BME Bands 1-9	Clinical	0%	0%	0%	0%	0%
		Non clinical	3%	0%	4.4%	4%	3.2%
	% BME VSM	Clinical	0%	0%	0%	0%	0%
		Non clinical	0%	0%	0%	0%	0%
The implications of the data and any additional background explanatory narrative			<p>A single management team was formed in April 2019 across the five Norfolk and Waveney CCGs.</p> <p>The overall level of those that have not stated their ethnicity remains low however, we have attempted to address this when the rollout of self-service ESR took place.</p>				
Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective			<p>The CCG is keen to have accurate workforce data and will continue to encourage staff to update their records using ESR self-service.</p> <p>The HR Team will report on this on a quarterly basis and this will include charts on equality & diversity. Self-reporting is part of the new starter process and ESR data validation exercises are undertaken by Arden and GEM CSU.</p>				

% data by banding has been redacted to comply with the Data Protection Act.

WRES Indicator 2

Relative likelihood of staff being appointed from shortlisting across all posts.

	NHS Great Yarmouth and Waveney CCG	NHS North Norfolk CCG	NHS Norwich Clinical CCG	NHS West Norfolk CCG	NHS South Norfolk CCG
Data for reporting year	0% (0 of 2 shortlisted were appointed)	0% (0 of 5 shortlisted were appointed)	0% (0 of 5 shortlisted were appointed)	0% (0 of 1 shortlisted were appointed)	12.5% (1 of 8 shortlisted were appointed)
Data for previous year	0% (0 of 4 shortlisted were appointed)	0% (none shortlisted)	0% (none shortlisted)	0% (none shortlisted)	0% (0 of 1 shortlisted were appointed)
The implications of the data and any additional background explanatory narrative	All shortlisting is undertaken without sight of ethnicity information of applicants so candidates are appointed based on their skills and experience in line with the JD and Person Specification.				
Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective	A number of actions are planned around recruitment and selection and these are outlined in the Action Plan on pages 14/15.				

WRES Indicator 3

Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.

	NHS Great Yarmouth and Waveney CCG	NHS North Norfolk CCG	NHS Norwich Clinical CCG	NHS West Norfolk CCG	NHS South Norfolk CCG
Data for reporting year	0%	0%	0%	0%	0%
Data for previous year	0%	0%	0%	0%	0%
The implications of the data and any additional background explanatory narrative	Disciplinary information is not currently recorded on ESR however, there have been no white or BME staff entering a formal disciplinary process during the previous or the reporting year. As no staff have entered into a formal process there was no data to compare.				
Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective	AGEM CSU HR Team will formally record this information via the Electronic Staff record going forward and we will continue to monitor this through the WRES.				

WRES Indicator 4

Relative likelihood of staff accessing non-mandatory training and CPD.

	NHS Great Yarmouth and Waveney CCG	NHS North Norfolk CCG	NHS Norwich Clinical CCG	NHS West Norfolk CCG	NHS South Norfolk CCG
Data for reporting year	0%	0%	0%	0%	0%
Data for previous year	0%	0%	0%	0%	0%
The implications of the data and any additional background explanatory narrative	Data on completion of non-mandatory training has not been routinely collected and therefore there is no information is available.				
Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective	Currently non mandatory training and CPD are not recorded on ESR so we are unable to obtain data for this section this year however, next year we hope to be able to capture this information on ESR as one Norfolk and Waveney CCG.				

WRES Indicator 9

Percentage difference between the organisations' Board voting membership and its overall workforce.

			NHS Great Yarmouth and Waveney CCG	NHS North Norfolk CCG	NHS Norwich Clinical CCG	NHS West Norfolk CCG	NHS South Norfolk CCG
Data for reporting year	Voting Board Members	White	76.9%	75%	91.7%	76.5%	70%
		BME	15.4%	8.3%	0%	23.5%	0%
	Executive Board Member	White	100%	100%	100%	100%	100%
		BME	0%	0%	0%	0%	0%
	Difference (total Board-overall workforce)	White	-14.6%		6.8%	-6.7%	-12.5%
		BME	10.8%		-5.5%	13.3%	-1.8%
Data for previous year	Voting Board Members	White	78.6%	78.6%	85.7%	76.5%	75%
		BME	14.3%	7.1%	0%	23.5%	0%
	Executive Board Member	White	100%	100%	100%	100%	100%
		BME	0%	0%	0%	0%	0%
	Difference (total Board-overall workforce)	White	-11.5%	TBC	-1.8%	-4.5%	-7.3%
		BME	9.7%	TBC	-4.4%	10.8%	-3.2%

The implications of the data and any additional background explanatory narrative.

The Executive Board members are shared across the five Norfolk and Waveney CCGs following the formation of a single management team in April 2019.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective

See attached Action Plan.

WRES Action Plan

The Action Plan seeks to address the gaps and disparities identified through analysis of the data collection and also strengthen the CCG's commitment to Equality and Diversity.

This is a live document and will be updated.

WRES Action Plan

Recommendation	Action	WRES indicator	Lead	Target completion date	Notes
Address disproportionate numbers of BME applicants applying, being shortlisted and/or recruited to the CCG.	Add information to recruitment documentation and the CCG's website to encourage applicants from underrepresented groups to apply for vacancies.	1, 2, 9	AGEM CSU HR Team	30/11/20	
	Work with People Services to explore more ways in which NWCCG can actively recruit for BAME staff.		AGEM CSU HR Team / CCG	30/11/20	
	Ensure all line managers attend HR training sessions including recruitment and selection training.		AGEM CSU HR Team	31/11/20	
	Ensure all staff have completed mandatory Equality and Diversity training.		Corporate Governance Manager	30/09/20 then annually	
	Role modelling – talent management		HRDs	01/04/21	
	Review NHS Jobs applicant feedback to explore if there are any issues isolated to BME applicants and seek to resolve as appropriate.		AGEM CSU HR Team	By 30/10/20 and then ongoing	
	Advise recruiting managers to keep more detailed rationales for decisions at shortlisting and interview stages.		AGEM CSU HR Team	30/11/20	Via Recruitment and Selection training.
	Spot check shortlisting scores to ensure a consistent and fair approach is taken.		AGEM CSU HR Team	By 31/11/20 and then ongoing	
	Ensure interview panels are as diverse as possible.		Recruiting Managers	30/11/20	To be included in Recruitment and Selection training.

WRES Action Plan

Recommendation	Action	WRES indicator	Lead	Target completion date	Notes
Ensure equitable access to non mandatory training and CPD	Ensure BME workforce has equitable access to development opportunities by exploring ways in which the CCG can target available training programmes/events to BME colleagues and support them in accessing NHS courses intended for BME staff.	4	Line Managers	Ongoing	
	Improve take up of training opportunities including secondments and coaching by ensuring all CCG staff have an annual appraisal and identify their training needs.	4	Executive Team, Corporate Affairs Team	31/12/20	
	Ensure a consistent approach to learning and development is applied to all staff within the CCG by producing a Further Education Policy. Ethnicity fields to be included on the training request form to improve data collection and monitoring.	4	OD Lead, NWCCG	31/12/20	In progression target
	Explore how non-mandatory training can be recorded via ESR as one Norfolk and Waveney CCG.	4	AGEM CSU HR Team	30/11/20	
Increase the number of staff self reporting ethnicity.	Increase number of staff self reporting ethnicity by adding information to recruitment documentation to encourage applicants to disclose their equality data in confidence.	1, 2	AGEM CSU HR Team	31/11/20	
	Improve quality of data and accuracy of reporting through staff engagement and regular validation of ESR data.	1, 2	Staff Involvement Group, Staff briefings, AGEM CSU HR Team, Line Managers	Ongoing	

WRES Action Plan

Recommendation	Action	WRES indicator	Lead	Target completion date	Notes
Improve data collection	Ensure a consistent approach to disciplinary procedures by ensuring all CCG staff are aware of and know where to locate the CCG's Disciplinary Policy.	3	AGEM CSU HR Team / Corporate Affairs	01/08/20	
	Implement a process to record all disciplinary cases via ESR - which will include details of equality data to enable monitoring and analysis.	3	AGEM CSU HR Team	30/11/20	
	Agree and implement a process for recording non-mandatory training on ESR.	4	AGEM CSU HR Team / Corporate Affairs / OD Lead	31/10/20	
	Actively encourage staff to complete the NHS staff survey and monitor responses against workforce data to understand any discrepancies.	5, 6, 7, 8	Executive Team, AGEM CSU HR Team		Survey timeline TBC
	Better use of our data to understand issues		HRDs	31/12/20	To be discussed at People Board
Increase leadership and staff awareness and support	Establish BME Champion at Board level.	N/A	Governing Body	31/08/20	Doris Jamieson
	Continue to promote Equality and Diversity through staff briefings/comms.	N/A	Executive Team, Comms and Engagement Team	Ongoing	
	Implement a telephone protocol for staff to use when callers are aggressive or abusive.	5	Corporate Affairs	31/12/20	
	Establish Staff Involvement Group as a forum where issues can be raised and discussed.	N/A	Chief Officer	30/06/20	SIG1 st meeting held 16/07/20.
	Establish a CCG Equality, Diversity and Inclusion Steering Group.	N/A	OD Lead	31/12/20	
	CCG to apply for the NHS Leadership Academy Reciprocal Mentoring Programme. Exec Board approved commitment to support. Participant to be confirmed.	N/A	OD Lead & Exec participant (TBC)	31/12/20	Await outcome of application
	Establish and maintain BME Celebrations such as Black History Month.	N/A	Comms and Engagement Team	31/10/20	

WRES Action Plan

Recommendation	Action	WRES indicator	Lead	Target completion date	Notes
Listening - opportunities to listen to peoples lived experiences/stories to raise awareness of issues	Reach out to staff through local networks from November after discussion at October's People Board. Use the experiences gathered through BLM campaign as well.	N/A	Workforce Leads	31/12/20	Process in place.