

Workforce Race Equality Standard (WRES) Action Plan 2021/22

“The development of the WRES plan is a good structured starting point for us to understand the profile of our existing teams and take action to improve how we recruit, train and retain a truly diverse and inclusive workforce to serve the population of Norfolk and Waveney.”

Doris Jamieson

Lay member for Primary Care and Norfolk and Waveney CCG. Equality, Diversity and Inclusion Lead and Freedom to Speak Up Guardian

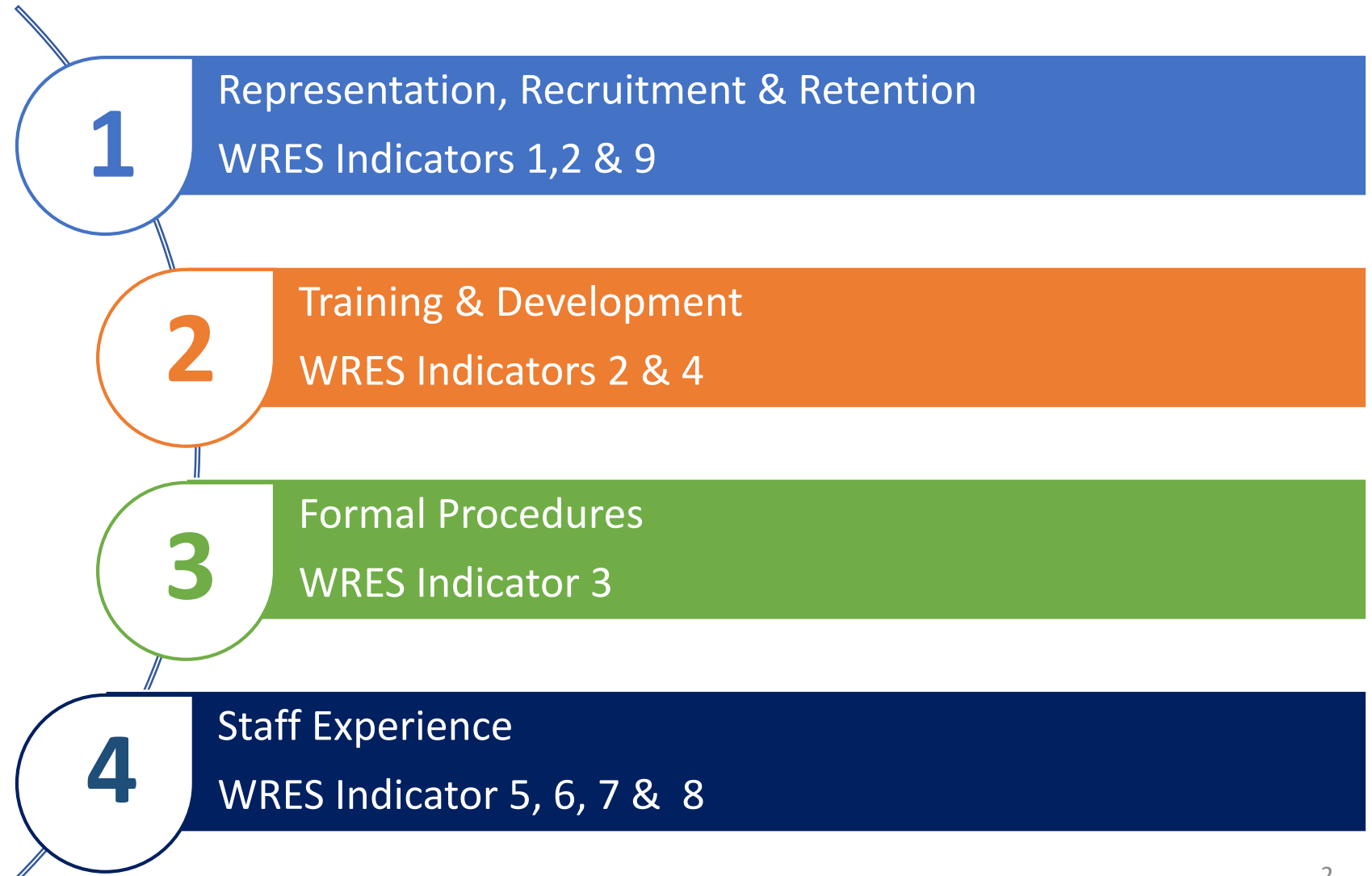
“Norfolk and Waveney CCG is committed to serving its diverse population and play a leading role in reducing inequalities, including racial inequalities. As part of this, it will ensure that racial inequality has no place within its own staff and we are a culturally sensitive organisation. Our WRES plan has agreed a series of actions that will aid recruitment, retention, progression and fair treatment, based on merit, of those from black and ethnic minorities. The plan will help to ensure we represent the broad community we look after, and attract those with the commitment and skills to serve our population to work within the CCG, regardless of background.”

Dr Mark Lim MRCPCH MFPH

Interim Director of Clinical Services and Clinical Transformation, Norfolk and Waveney CCG

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We are....
Inclusive
Respectful
Innovative



Workforce Race Equality Standard (WRES) Indicators

Workforce indicators - for each of these four workforce indicators, compare the data for white and BME staff

1. Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce disaggregated by:
 - Non-Clinical staff
 - Clinical staff - of which
 - Non-Medical staff
 - Medical and Dental staff

Note: Definitions are based on Electronic Staff Record occupation codes with the exception of Medical and Dental staff, which are based upon grade codes.
2. Relative likelihood of staff being appointed from shortlisting across all posts
Note: This refers to both external and internal posts
3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
Note: This indicator will be based on data from a two year rolling average of the current year and the previous year. For consistency, organisations should use the same methodology as they have always used
4. Relative likelihood of staff accessing non-mandatory training and CPD

National NHS Staff Survey indicators (or equivalent) - for each of the four staff survey indicators, compare the outcomes of the responses for white and BME staff







5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6. Percentage of staff experiencing harassment, bullying or abuse from staff in 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? b) Manager/team leader or other colleagues

Board representation indicator For this indicator, compare the difference for white and BME staff







9. Percentage difference between the organisations' Board membership and its overall workforce disaggregated:
 - By voting membership of the Board
 - By executive membership of the Board

Note: This is an amended version of the previous definition of Indicators






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Theme 1: Representation, Recruitment and Retention		Indicators : 1,2 & 9		
Actions		Responsibility/ Contributors	When will this be achieved?	People Plan
1.1	Review the CCG recruitment process from vacancy to on boarding in line, linking in with the wider Norfolk and Waveney System work to ensure consistency and best practice	The EDI Guardian and Chair of the EDI Group, working in partnership with AGEM HR Team	Review to commence November 2021	
1.2	Improve the attractiveness of the CCG as an employer of choice, by focusing on our organisational value of inclusivity. Demonstrate commitment to this through our communications e.g. SHiN and BITC Race at Work Charter.	The Head of CCG Communications working in partnership with the Head OD and Leadership	SHiN pledge already signed Values branding – November 2021 Charter sign-ups January 2022	
1.3	Review policies and practices; both HR and operational, for issues of systemic discrimination by involving BAME staff (and other staff equality groups).	All members of the Executive Team/ Policy Leads/ Staff Involvement Group and the Equality, Diversity and Inclusion Staff Group	At each policy's due review date, commencing September 2021	
1.4	Review and roll out recruitment and selection training to all staff that sit on appointment panels, including the unbiasing of recruitment and values based practice. As a minimum the chair of every recruitment panel should have completed this training.	The Head of OD and Leadership to lead, working in partnership with the AGEM HR Team	To commence January 2022	
1.5	Where there is evidence of a group of posts (e.g. a pay band, staff group) having an under-representation of BAME people, to develop a system to ensure that recruitment panels have BAME representation on them	The EDI Guardian and Chair of the EDI Group, working in partnership with AGEM HR Team	Review of WRES data every 6 months March 2022 and September 2022	
1.6	Review exit interview process and practice; ensuring all staff are offered an opportunity to feedback on their experience of working at the CCG. Identify at an early stage if we can change a decision from exit to 'stay' and retain our staff. Where there is evidence of discrimination playing a part in the decision to leave the CCG this is always acted upon and investigated.	The Head of OD and Leadership to lead, working in partnership with the AGEM HR Team. Themes to be fed back to the Executive Team.	To commence November 2021	







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Theme 2: Training and Development		Indicators : 2 & 4		
Actions		Responsibility/ Contributors	When will this be achieved?	People Plan
2.1	Regularly monitor compliance figures to ensure all CCG staff have completed mandatory Equality and Diversity training.	Corporate Governance Manager	On-going	
2.2	Increase awareness of the opportunities for training, continuous professional development (CPD) and work-based learning, through promotion of the CCGs Learning and Development brochure	The Head of OD and Leadership to lead, working in partnership with CCG Communications Team	Brochure has been launched, to be reviewed quarterly to update (next due January 2022)	
2.3	Increase awareness of the opportunities for training, continuous professional development (CPD) and work-based learning, through promotion of the Norfolk and Waveney System, regional, and national programmes and event through internal promotion/communications etc.	The Head of OD and Leadership to lead, working in partnership with Norfolk and Waveney Systems Leads, and CCG Communications Team	Workshops, events and programmes promoted as they become available.	
2.4	Develop and deliver a bespoke inclusion leadership programme for Band 6/7 'Norfolk and Waveney Local Stepping Up Programme'	The Head of OD and Leadership to work in partnership with the Norfolk and Waveney Workforce OD Lead and EDI System Leads	Planned to commence January/February 2022	
2.5	Develop and include Talent/Career conversations within the CCG Appraisal process; maximising potential for all	The Head of OD and Leadership to lead, working in partnership with the AGEM HR Team and CCG Line Managers	Planned to commence February 2022	
2.6	Implement the Career Conversation Champions initiative following the East of England Regional pilot	The Head of OD and Leadership to work in partnership with the Norfolk and Waveney Workforce OD Lead	March April 2022	

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Theme 3: Formal Procedures		Indicators : 3		
Actions		Responsibility/ Contributors	When will this be achieved?	People Plan
3.1	Develop a mechanism or system to review how informal disciplinary procedures, complaints etc. impact on BAME and White staff	The AGEM HR Business Partner working in partnership with the CCG EDI Group	By December 2021	
3.2	Continue to update and improve training on the use of formal and informal disciplinary procedures, incorporating a values based approach and awareness sessions for [un]conscious bias/cultural competence to managers. The system approach is based on the outcomes of the findings by the local work conducted by Roger Kline.	The AGEM HR Business Partner working in partnership with Head of OD and Leadership. Linking in with the Norfolk and Waveney System EDI Leads	Initial work has commenced but to be reviewed in line with a values based approach by January 2022 and system approach by March 2022	
3.3	Consult staff and managers whenever disciplinary policies and procedures have their regular review.	The AGEM HR Business Partner working in partnership with CCG EDI and Staff Involvement Groups	At each policy's due review date, commencing September 2021	
See 4.3	Introduction of Freedom to Speak Up Champions (actively seeking to recruit from staff groups that can often not get heard). Building confidence to speak up and support a culture of psychological safety	The Freedom to Speak Up Guardian, Chair of the EDI Group working in partnership with the Head of OD and Leadership	Applications to open September 2021 aiming to appoint by the end of October 2021	
3.4	Implement a local 'Restorative Just Culture Training' (developed by the University of Northumbria Newcastle and Mersey Care NHS Foundation Trust Partnership as part of the national Civility & Respect Health & Wellbeing programme) across the CCG. Actively recruit a member of the EDI Staff Group to attend the training and become an ambassador for our CCG; to roll-out training and supporting resources, working with HR to embed into practice and policy.	The Freedom to Speak Up Guardian, Chair of the EDI Group working in partnership with AGEM HR Team and the Head of OD and Leadership	Regional training to commence October 2021, with a view to implement within the CCG by January 2022	

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Theme 4: Staff Experience		Indicators : 5, 6, 7 & 8		
Actions		Responsibility/ Contributors	When will this be achieved?	People Plan
4.1	The CCG to participate in the NHS National Staff Survey (NSS)	The Head of OD and Leadership to lead, working in partnership with the CCG Communication Team and Exec Team to promote	Survey launch planned for 04 October 2021	 We each have a voice that counts
4.2	Results of the NSS to be reviewed by the CCGs Staff Involvement and the Equality and Diversity Groups, to co-create an action plan in response to staff feedback. This will consider feedback from any in-house CCG staff surveys and relevant People Pulse surveys conducted during 2021.	The Chairs of the SIG and EDI Staff Groups, with scrutiny from the Exec Team and EDI Guardian.	Results available mid December 2021, action plan to be agreed by end January 2022	 We each have a voice that counts
4.3	Introduction of Freedom to Speak Up Champions (actively seeking to recruit from staff groups that can often not get heard). Building confidence to speak up and support a culture of psychological safety	The Freedom to Speak Up Guardian, Chair of the EDI Group working in partnership with the Head of OD and Leadership	Applications to open September 2021 aiming to appoint by the end of October 2021	 We each have a voice that counts
4.3	Establish a CCG Health and Wellbeing Steering Group and introduce the role of Health and Wellbeing Champions (actively seeking to recruit a diverse group). Focus on supporting wellbeing for all CCG staff across all six areas of wellbeing.	The H&WB Guardian and Chair of the Steering Group	Applications to open September 2021 aiming to appoint by the end of October 2021. Steering Group to be formally established by November 2021	 We are safe and healthy
4.4	From the health and wellbeing key findings in the NHS National Staff Survey, identify any areas for action by comparing the outcomes of the responses for white and BME staff.	The H&WB Guardian and Chair of the Steering Group	Action plan to be implemented by January 2022	 We are safe and healthy
4.5	Develop a Reverse Mentoring programme to give senior managers greater insights into the context and experience of BAME staff in the workplace	The Head of OD and Leadership to lead, working in partnership with the EDI Guardian and Chair of the EDI Steering Group	Outline work commence, programme to be implemented by February 2022	 We are always learning

The Workforce Race Equality Standard (WRES) Action Plan 2021/22 has been informed by the following;

The NHS People Promise



in good health

The Norfolk and Waveney Health and Care Partnership



People Plan Outcome

Norfolk and Waveney is the best place to work

Our Vision

Happy healthy people, providing excellent compassionate care

Objectives

- Creating new opportunities for our people
- Promoting good health and well-being for our people
- Maximising and valuing the skills of our people
- Creating a positive and inclusive culture for our people