

Workforce Race Equality Standard (WRES)

Action plan

Please read this document in conjunction with the Workforce Race Equality Standard return on the NHS Kernow website.

Introduction

The Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS providers. Through the WRES, the NHS is mandated to show progress against a number of indicators of workforce equality. This document demonstrates NHS Kernow's WRES action plan in 2017/18.

Action, expected outcomes and progress		Timescale
1.	Complete and submit annual WRES return to NHS England. Return to be published on NHS Kernow website with accompanying information	31 March 2016 and annually thereafter
	Expected outcome: <ul style="list-style-type: none"> Report annually on any gaps in experience between black, Asian, minority and ethnic staff and white staff. WRES return to highlight any areas of weakness/ areas for further progress to inform WRES action plan. Compliance with NHS England standards. Clear review and publishing timescale. Openness and transparency for employees and members of the public. 	
	Progress: <ul style="list-style-type: none"> WRES return published June 2018. National comparisons expected to be available during the autumn. 	
2.	Adoption of the WRES action plan. NHS Kernow to monitor actions, compliance and update the action plan accordingly, to be published with the WRES return	31 March 2017 and annually thereafter
	Expected outcome: <ul style="list-style-type: none"> To ensure that there is a consistent approach to working towards compliance with the WRES. WRES action plan informed by the WRES return. Action plan to demonstrate actions taken and progress. Compliance with NHS England standards. Clear review and publishing timescale. Openness and transparency for employees and members of the public. 	
	Progress: <ul style="list-style-type: none"> This document accompanies the WRES return on the NHS Kernow website and demonstrates the actions 	

Action, expected outcomes and progress	Timescale
<p>being undertaken by NHS Kernow with regard to the WRES. This year's report includes the gender pay gap analysis which is a new national requirement. NHS Kernow's mean gender pay gap is 25.3 percent.</p>	
<p>3. Presentation on and identification of a Board lead for the WRES</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> Strategic opportunity to demonstrate their commitment to diversity and to leverage its potential to improve patient care. <p>Progress:</p> <ul style="list-style-type: none"> Board lead confirmed as Rev Jeff James at 7 February 2017 Governing Body meeting. Please note: Rev James steps down as a Lay Member in September 2018 and his replacement is expected to assume this role (interviews will take place during September 2018). 	<p>31 March 2017</p>
<p>4. Providers' WRES reports to be reviewed on receipt, with comments returned to the provider</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> Acting as a responsible commissioner. Ensuring providers' WRES returns are scrutinised and challenged as appropriate. <p>Progress:</p> <ul style="list-style-type: none"> Short pro-forma developed to ensure we are reviewing and providing feedback in a consistent way. Reports reviewed when received, typically on an annual basis during the autumn following the July national submission deadline. 	<p>Ongoing, typically once yearly per provider</p>
<p>5. Monitor and collate provider WRES information on indicators 5-8</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> Compliance with NHS England standards. Acting as a responsible commissioner. <p>Progress:</p> <ul style="list-style-type: none"> Analysis to be conducted on receipt of provider WRES reports; review and monitor changes over time. 	<p>Annually</p>
<p>6. Continue to monitor ethnicity at all pay bands</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> To ensure we are acting as a responsible employer. <p>Progress:</p> <ul style="list-style-type: none"> Equality objectives set 2016 regarding equal pay audit, with a focus on black, Asian, minority and ethnic staff as well as other protected characteristics. Also considered through equality information, published each year 	<p>On-going</p>

Action, expected outcomes and progress	Timescale
on NHS Kernow's website.	
7. Benchmark NHS Kernow's WRES performance with other CCGs' performance Expected outcome: <ul style="list-style-type: none"> • To ensure that our figures and feedback is broadly in line with other similar CCGs across the country, or to highlight where additional action needs to take place as a result. Progress: <ul style="list-style-type: none"> • A sample of other WRES returns to be taken from other CCGs websites, and compared and contrasted to NHS Kernow's WRES return. Any significantly outlying measures to inform the future WRES action plans and be reported to the Workforce Committee. 	Annually as part of formal reporting to the Workforce Committee
8. Key findings from the national staff survey to be reviewed in relation to the WRES indicators Expected outcome: <ul style="list-style-type: none"> • To ensure that our figures and feedback is broadly in line with other CCGs across the country, or to highlight where additional action needs to take place as a result. Progress: <ul style="list-style-type: none"> • Results of national staff survey, conducted in September 2017 received March 2018. The national staff survey does not supply a breakdown of key WRES measures for black, Asian, minority and ethnic staff. The survey demonstrates improvement but that NHS Kernow performed worse than average compared to the average for CCGs on the following measures: <ul style="list-style-type: none"> ○ KF25 percentage of staff who did not experience harassment, bullying or abuse from patients, relatives or the public in last 12 months: 2015 - 84%; 2016 - 82%; 2017 - 75%. ○ KF26 percentage of staff who did not experience harassment, bullying or abuse from staff in last 12 months: 2015 - 88%; 2016 - 84%; 2017 - 83%. ○ KF21 percentage of staff believing that the organisation provides equal opportunities for career progression or promotion: 2015 - 78%; 2016 - 76%; 2017 - 75%. <p>The survey demonstrates that NHS Kernow performed better than average across all staff compared to the average for CCGs on the following measure:</p> <ul style="list-style-type: none"> ○ Q17b: In the 12 last months have you personally experienced discrimination at work from manager/team leader or other colleagues: 2015 - 5%; 2016 – 4%; 2017 – 8% 92%. (The ACAS Dignity at Work workshops held in December 2016 and November 2017, which looked at discrimination, bullying and harassment were 	31 March 2018

Action, expected outcomes and progress	Timescale
<p>well received by staff.)</p> <p>The survey does not give NHS Kernow a way to know whether the measures are worse for black, Asian, minority and ethnic staff. The Equality and Diversity Manager to input into the organisation's action plan in response to the results of the national staff survey to reinforce that organisational actions must have a specific focus on the experiences of black, Asian, minority and ethnic staff within NHS Kernow.</p>	
<p>9. Development of an Acceptable Behaviour Policy with oversight by the Staff Voice (staff engagement group) with a specific focus in the policy on the experiences of black, Asian, minority and ethnic staff</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> To ensure all staff are supported by the organisation. <p>Progress:</p> <ul style="list-style-type: none"> Policy published and operational with lunch and learns held. 	April 2018
<p>10. Continue to monitor the workforce ethnicity. Regular checks to ensure staff self-declaration on ethnicity reporting is near or at 100 percent.</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> Want to have 100 percent self-reporting of ethnicity to ensure we can be assured that our organisation is broadly representative of our population. <p>Progress:</p> <ul style="list-style-type: none"> Undertaken and reported within the Equality Information published. No issues found in equality information published June 2018. There remain a tiny percentage of staff (and applicants) who opt not to declare their ethnicity. 	Annually
<p>11. Equality analysis of the workforce profile and organisational leadership, compared with our population</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> To ensure that the organisation is broadly representative of the local population and there is no unintended discrimination. <p>Progress:</p> <ul style="list-style-type: none"> Undertaken through equality information, published in June 2018. No issues found in equality information published June 2018. 	Annually
<p>12. Equality analysis of recruitment and other employment matters</p> <p>Expected outcome:</p>	Annually

Action, expected outcomes and progress	Timescale
<ul style="list-style-type: none"> To ensure that the organisation is recruiting and managing its employees fairly. To ensure that the organisation is broadly representative of the local population and there is no unintended discrimination. <p>Progress:</p> <ul style="list-style-type: none"> Undertaken through equality information, published in June 2018. No issues found in equality information published June 2018. 	
<p>13. Details of policies and programmes in place to address equality concerns in the workforce to be communicated to all staff</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> A reminder of policies and programmes to be supplied to staff to further raise awareness and support improved understanding and awareness of equality and diversity within the organisation. <p>Progress:</p> <ul style="list-style-type: none"> Equality Impact Assessment and Comprehensive Impact Assessment templates and guidance agreed at December 2016 Workforce Committee. In the process of reviewing equality impact assessment templates and developing a generic format across the main commissioners and providers within Cornwall and the Isles of Scilly. Human Rights statement and guidance agreed at January 2017 Workforce Committee with information about the availability of this circulated to staff. Staff continue to be reminded about the importance of WRES. The revised “Policy on policies”, implemented in July 2018, actively reinforces the need for robust equality impact assessments to be completed prior to consulting on new/amended policies, revised accordingly following any feedback to ensure risks identified are mitigated wherever possible. Without this in place policies cannot be approved. 	31 March 2017 and on-going
<p>14. Organise conversations and analysis with black, Asian, minority and ethnic staff about secondment, acting up and development opportunities</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> To work towards increasing the level of satisfaction across this indicator. <p>Progress:</p> <ul style="list-style-type: none"> This is done at the yearly appraisal for all staff. There are no statistically significant differences in reported rate of appraisals for black, Asian, minority and ethnic staff compared to non- black, Asian, minority and ethnic staff. 	On-going
<p>15. Advertise equality related opportunities to staff when available</p> <p>Expected outcome:</p>	On-going

Action, expected outcomes and progress	Timescale
<ul style="list-style-type: none"> To improve the opportunities of staff in the workforce, and upskilling of the workforce <p>Progress:</p> <ul style="list-style-type: none"> The funded Leadership Academy's Stepping Up programme for black, Asian and minority ethnic colleagues advertised in the CCG's weekly bulletin 4 January 2017 and 25 January 2017. Health and social care courses, including a free level 2 NCFE Equality and Diversity course, promoted to staff in the CCG's weekly bulletin 1 February 2017. An internal review of mandatory training requirements for NHS Kernow concluded that equality and diversity training needs to be completed every three years (previously a once only requirement according to national expectations). Staff informed in the CCG weekly bulletin 8 February 2017 and encouraged to complete the online course or attend further training sessions, to be arranged for later in 2017. 	
<p>16. Share recruitment opportunities with contacts/ organisations representing diverse groups or groups representing people with protected characteristics</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> To encourage applications from a diverse pool of talent in the community and raise awareness of job opportunities at the CCG. <p>Progress:</p> <ul style="list-style-type: none"> List of diverse organisations and contacts supplied to NHS Kernow's HR team February 2017, for the HR team to contact as and when vacancies become available for external candidates. 	On-going
<p>17. Embed principles of 'unconscious bias in recruitment and selection training being developed by the CCG</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> To raise awareness of potential unconscious bias amongst recruiting managers, and particularly focus on the blind short-listing process. <p>Progress:</p> <ul style="list-style-type: none"> ACAS Dignity at Work training delivered for two successive years which included reference to and discussion of unconscious bias, with 65 percent of the workforce attending. 	On-going
<p>18. Transfer learning from NHS Kernow's involvement in the Stonewall project</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> Ripple effect expected and further consideration to be given as Stonewall project commences. <p>Progress:</p>	January 2019