

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 2018/19.

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: 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: WRES returns published annually. WRES returns are published on the NHS Kernow website.	
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 then annually
	Expected outcome: 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: This action plan accompanies the WRES return on the NHS Kernow website and demonstrates the actions	

	being undertaken by NHS Kernow with regard to the WRES.	
3.	Presentation on and identification of a Board lead for the WRES	31 March 2017
	Expected outcome: Strategic opportunity to demonstrate their commitment to diversity and to leverage its potential to improve patient care.	
	Progress: Board lead for equality and diversity confirmed as Nicola Kelly, Governing Body lay member for patient and public involvement.	
4.	Providers' WRES reports to be reviewed on receipt, with comments returned to the provider	Ongoing, typically once yearly per provider
	Expected outcome: Acting as a responsible commissioner. Ensuring providers' WRES returns are scrutinised and challenged as appropriate.	
	Progress: Short pro-forma developed to ensure NHS Kernow is 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.	
5.	Monitor and collate provider WRES information on indicators 5-8	Annually
	Expected outcome: Compliance with NHS England standards. Acting as a responsible commissioner.	
	Progress: Analysis to be conducted on receipt of provider WRES reports; review and monitor changes over time. Log kept of indicators 5-8 for NHS Kernow, CFT, RCHT and SWAST. Log updated March 2019. The 2018 National Staff Survey data is in a different format to previous years, meaning the breakdown of white to BME staff is not available at March 2019. A review of the available data shows that each provider has issues with each of the indicators 5-8. The percentage of different experiences varies from provider to provider and year to year. The available data shows that the gap between the experiences of white and BME staff has narrowed for indicators 5 and 6 between 2015 and 2018. The data is more volatile for indicators 7 and 8.	
6.	Continue to monitor ethnicity at all pay bands	Ongoing
	Expected outcome: To ensure we are acting as a responsible employer.	

	<p>Progress: 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 on NHS Kernow's website.</p>	
7.	<p>Benchmark NHS Kernow's WRES performance with other CCGs' performance</p>	Annually
	<p>Expected outcome: 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.</p>	
	<p>Progress: 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.</p> <p>In March 2019 a review was undertaken of the WRES reports on the websites of 10 comparator CCGs, as determined by RightCare methodology. Comparable data was difficult to source, for various reasons. Some CCG websites did not host the WRES reports, some did not answer all of the questions due to not taking part in the NHS National Staff Survey, some reported in a way which meant the data was not directly comparable. Only one CCG's WRES return allowed a direct comparison, which was West Hampshire CCG. A review of the data from 2015 to 2018 to the two CCGs showed that NHS Kernow and West Hampshire CCG's data was broadly similar, and no major outliers were determined.</p>	
8.	<p>Key findings from the national staff survey to be reviewed in relation to the WRES indicators</p>	31 March 2019
	<p>Expected outcome: 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.</p>	
	<p>Progress: Results of national staff survey, conducted in September 2018 received February 2019. 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 clinical commissioning groups on the following measures:</p> <ul style="list-style-type: none"> ○ 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%; 2018 – 84%. ○ Percentage of staff who did not experience harassment, bullying or abuse from staff in last 12 months: 	

	<p>2015 - 88%; 2016 - 84%; 2017 - 83%; 2018 – 84%.</p> <ul style="list-style-type: none"> Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion: 2015 - 78%; 2016 - 76%; 2017 - 75%; 2018 – 82%. <p>Whilst the data demonstrates NHS Kernow performed worse than average compared to the average for clinical commissioning groups on the above measures, the gap has narrowed in 2018 compared to previous years.</p> <p>The survey demonstrates that NHS Kernow performed better than average across all staff compared to the average for clinical commissioning groups on the following measure: 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%; 2018 – 5%. The ACAS Dignity at Work workshops held in December 2016 and November 2017, which looked at discrimination, bullying and harassment were 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>	
9.	<p>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: To ensure all staff are supported by the organisation.</p> <p>Progress: Policy published and operational with lunch and learns held.</p>	April 2018
10.	<p>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: 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> <p>Progress: Undertaken and reported within the Equality Information published. No issues found in equality information published January 2019. There remain a small percentage of staff (and applicants) who opt not to declare their ethnicity and this has grown slightly from 2017 data compared to 2018 data. Further investigation into the data shows us new staff to NHS Kernow are less likely to declare this information. We continue to give new starters</p>	Annually

	<p>the opportunity to self-report as part of the recruitment/appointment process. Staff are also encouraged to view and update their ESR record as part of the self-service facility available to them. A reminder about the ESR self-service option was sent to staff via the Staff Update on 18 January 2019.</p> <p>The HR Team is producing a New Starter Welcome Pack, which will include a leaflet explaining why NHS Kernow asks for protected characteristic data. The New Starter Welcome Pack will be developed by HR later in 2019.</p> <p>The HR Team is working with the Business Intelligence team to send out an electronic reminder regarding updating ESR personal details, including equality and diversity information.</p> <p>A review of the recruitment process and the point of protected characteristic data capture will be undertaken by the HR Team later in 2019.</p>	
11.	<p>Equality analysis of the workforce profile and organisational leadership, compared with our population</p> <p>Expected outcome: To ensure that the organisation is broadly representative of the local population and there is no unintended discrimination.</p> <p>Progress: Undertaken through equality information, published in January 2019. No issues found in equality information published January 2019.</p>	Annually
12.	<p>Equality analysis of recruitment and other employment matters</p> <p>Expected outcome: 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> <p>Progress: Undertaken through equality information, published in January 2019. No issues found in equality information published January 2019.</p>	Annually
13.	<p>Details of policies and programmes in place to address equality concerns in the workforce to be communicated to all staff</p> <p>Expected outcome: 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> <p>Progress:</p>	31 March 2017 and ongoing

	<p>Equality Impact Assessment and Comprehensive Impact Assessment templates and guidance agreed at December 2016 Workforce Committee. A generic format of comprehensive impact assessment template across the main commissioners and providers within Cornwall and the Isles of Scilly was made available in June 2017.</p> <p>Human Rights statement and guidance agreed at January 2017 Workforce Committee with information about the availability of this circulated to staff.</p> <p>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.</p> <p>Equality Impact Assessment and Comprehensive Impact Assessment templates and guidance will be reviewed in 2019.</p>	
14.	<p>Organise conversations and analysis with black, Asian, minority and ethnic staff about secondment, acting up and development opportunities</p> <p>Expected outcome: To work towards increasing the level of satisfaction across this indicator.</p> <p>Progress: 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.</p>	Ongoing
15.	<p>Advertise equality related opportunities to staff when available</p> <p>Expected outcome: To improve the opportunities of staff in the workforce, and upskilling of the workforce.</p> <p>Progress: 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.</p> <p>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.</p> <p>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 NHS Kernow 8 February 2017 weekly bulletin and encouraged to complete</p>	Ongoing

	<p>the online course or attend further training sessions.</p> <p>ACAS Dignity at Work workshops held in December 2016 and November 2017, which looked at discrimination, bullying and harassment.</p> <p>Resilience and Wellbeing at Work sessions held during 2018 and 2019.</p> <p>Mental Health First Aid training delivered to a number of staff in 2017 and due to be refreshed in 2019.</p> <p>NHS Kernow is a Stonewall Diversity Champion. The opportunity to become a Stonewall Ally made available to all non-LGBT staff. The Allies Programme was advertised in February 2019 and will take place in March 2019.</p>	
16.	<p>Share recruitment opportunities with contacts/ organisations representing diverse groups or groups representing people with protected characteristics</p> <p>Expected outcome: To encourage applications from a diverse pool of talent in the community and raise awareness of job opportunities at NHS Kernow.</p> <p>Progress: 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.</p> <p>NHS Kernow has the opportunity to advertise posts on Proud Employers, the UK's LGBT inclusive job search. Up to five jobs can be advertised via Proud Employers, as NHS Kernow is signed up to being a Stonewall Diversity Champion.</p>	Ongoing
17.	<p>Embed principles of unconscious bias in recruitment and selection training being developed by NHS Kernow</p> <p>Expected outcome: To raise awareness of potential unconscious bias amongst recruiting managers, and particularly focus on the blind short-listing process.</p> <p>Progress: 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.</p> <p>Further training sessions incorporating unconscious bias to be considered in 2019.</p>	Ongoing
18.	<p>Transfer learning from NHS Kernow's involvement in the Stonewall project</p>	January

	<p>Expected outcome: As a Diversity Champion, NHS Kernow has the opportunity to work to enable staff who identify as LGBT to be the best they can be in the workplace.</p>	2019 and ongoing
	<p>Progress: Project Stonewall now called Out Prejudice, Celebrate Diversity. Staff stories shared, stories went to Governing Body and shared in the public domain. Opportunity to share more staff stories Allies Programme launching in March 2019 which will create allies for people who identify as LGBT. The initial focus of Out Prejudice, Celebrate Diversity will be on staff who identify as LGBT; however, the Allies and Staff Voice groups will give us the opportunity to consider how the work can be transferred across multiple protected characteristics.</p>	