

Workforce Race Equality Standard (WRES) Action Plan 2020-2021

NHS Warrington CCG

NHS Halton CCG

August 2020

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What is the Workforce Race Equality Standard?

The NHS Workforce Race Equality Standard (WRES) was introduced for NHS organisations in April 2015 and was included within the NHS Standard Contract from 2015-16. WRES baseline data has been provided and published on a yearly basis by the NHS since 01 July 2015.

The main purpose of the WRES is to help local and national NHS organisations to review their workforce data against nine WRES indicators and to produce an action plan to improve workplace experiences of Black, Asian and minority ethnic (BAME) staff. The WRES also places an obligation on NHS organisations to improve BAME representation at Board level.

WRES reporting links with NHS England mandated [Equality Delivery System \(EDS\) goals](#).

EDS is an equality performance and evaluation tool to help improve equality performance across 4 goals –

1. Better health outcomes
2. Improve patient access and experience
3. A represented and supported workforce
4. Inclusive leadership

WRES relates directly to all goals but specifically directly to EDS goals 3 and 4.

Our reporting duty 2020-21

NHS Warrington and NHS Halton CCGs have respectively completed WRES reporting to NHS England since 2015 and published its WRES action plans.

The data is reported to NHS England who combine with larger data sets across England to analyse representation and experiences across NHS organisations – including CCGs. Due to relatively low numbers of staff employed by the CCGs, the data sets on staff is potentially identifiable and therefore we are unable to publish this. We are able to publish our WRES action plan for 2020/21 which provides the direction for improving our equality performance for our workforce.

This year, we have decided to publish a joint collaborative WRES action plan. This is due to collaborative and joint working arrangements in place across Warrington CCG and Halton CCG. Our WRES action plan will also incorporate the recently published reports - [NHS Peoples Plan 2020-21 Action for us all](#) and [WRES Strategy report – A Model Employer](#).

We have developed a general WRES action plan based on intended work over the next year. We have also developed a five year Leadership Diversity action plan.

Our action plans and progress will be regularly reviewed throughout the year with oversight from our governance processes. The Integrated Management Team will

have overall oversight for monitoring with Governing Body Board member – Dr Andy Davies – Clinical Chief Officer who has responsibility for reducing inequalities to have responsibility at Board Level.

Progress will be reported and published within:

- 2020/21 Equality and Inclusion Annual Report
- 2021 WRES report
- CCG Corporate Annual Report 2021
- Regular updates to Governing Body

Our WRES action plan for 2020-21:

Action	Timescale	Responsible person / team	Outcome	Progress
1. Supporting BAME staff a. To implement Staff Risk Assessments across all staff with priority given first to staff with high risk factors for COVID 19 – BAME, Disability, Age b. Ensure any back to office / workplace follows national guidance and risk assessments take all possible mitigating factors to address risks and support staff c. Ensuring that any COVID-19 work arrangements such as working from home are supported through the CCG staff wellbeing group and practical support via line managers	End Aug 2020 End of September 2020 Ongoing	IMT / Line Managers	Supported staff during COVID-19 planning Action cited within NHS Peoples Plan Links to EDS goals 1, 3 and 4	
2. Self-reporting ethnicity Increase / maintain staff self-reporting of their ethnicity to above 95%. Promoting update of ESR records through team brief and supervision meetings. (Current reporting for Warrington: 98% and Halton: 94.6%)	April 2021	IMT / HR / line managers	Improve data reporting Links to EDS 3	

<p>3. Staff Survey</p> <p>CCGs to review staff survey questions in light of WRES report data. This should be considered in order for the survey to align with the WRES reporting and NHS national survey questions to ensure consistency to help analysis across wider NHS workforce.</p>	<p>By June 2021</p> <p>(carried over from previous year action)</p>	<p>IMT/ OD</p>	<p>Monitoring staff experience</p> <p>Links to EDS goals 3 and 4</p>	
<p>4. Development of BAME network</p> <p>a. CCGs to support development of BAME network across the area to ensure that BAME staff can access local network support.</p> <p>b. Use supporting documents via NHS Employers website to help establish a local network.</p> <p>c. Link network development with Primary Care Networks.</p> <p>d. Network to have links with local senior representatives on NW BAME Advisory Group to ensure local voices are heard and represented.</p>	<p>November 2020 to August 2021</p>	<p>OD team</p>	<p>Develop and support BAME employees</p> <p>Action cited within NHS Peoples Plan</p> <p>Links to EDS goals 3 and 4</p>	
<p>5. Staff training and development</p> <p>a. Review the process and approval process for staff applying for non-mandatory training – in order to ensure equity of opportunity.</p> <p>b. Improve recording of non-mandatory training by setting up central recording of non-mandatory training. (info that is not already recorded via ESR)</p> <p>c. Governing Body members to attend annual Equality and Health Inequality Development session</p> <p>d. CCG to routinely share Development Opportunities provided through the NHS NW Leadership Academy</p>	<p>October 2020</p> <p>April 2021</p> <p>January 2021</p> <p>Ongoing</p>	<p>IMT / OD</p>	<p>Ensuring equity of opportunity</p> <p>Improve ease of access to data for WRES reporting</p> <p>Linked to NHS Peoples Plan</p> <p>Links to EDS goal 3</p>	

<p>6. Recruitment</p> <p>a. Promote development programme for Managers – potentially within People Management Programme to include a module on Recruitment Practice</p> <p>b. To promote greater understanding of bias within recruitment - Recruiting Managers to undertake unconscious bias training. Free NHS training available: https://lms.leadershipnhs.uk/login?redirect=/profile</p> <p>c. Continue to follow fair recruitment and best practice guidance as directed by NHSEI and HR team</p> <p>d. Review current disciplinary procedures and ensure that training is available to managers that conduct investigations / hearing. Review current procedures that are in place to support staff through disciplinary procedures, including updates where there are delays. (This action relates directly to national recommendation from NHSEI following independent review of the suicide of nurse Admin Abdulla in 2016)</p>	<p>June 2021</p> <p>June 2021</p> <p>Ongoing</p> <p>December 2020</p>	<p>IMT / OD / HR</p>	<p>Ensure that fair recruitment practices are upheld</p> <p>Links to EDS goal 3</p>	
<p>7. Leadership Diversity</p> <p>a. Action contained within NHS Peoples Plan requires NHS organisations to outline a 5 year plan to achieve BAME representation at Board and Senior level. See table below for leadership diversity action plan with 5 year trajectory for CCGs.</p> <p>b. Every NHS Trust and CCG must publish progress against the Model Employer strategy goals. Progress to be reported through the annual Equality and Diversity report and WRES reporting 2021</p> <p>See additional actions contained in Leadership Diversity action plan for 5 year plan.</p>	<p>21 September 2020</p> <p>June 2021 (ED report) and August 2021 (WRES report)</p>	<p>IMT / Gov Body / OD</p>	<p>Ensuring continued leadership diversity</p> <p>Cited action within Peoples Plan</p> <p>Links to EDS goals 3 and 4</p>	

Leadership Diversity 5 year Action Plan

This relates to action 7 in the general WRES action plan

Action required as cited within the NHS Peoples Plan: Plan to show Governing Body and Senior Leaders representation should be comparable to overall workforce or BAME population (whichever is highest):

Table showing current BAME staffing and BAME projections of senior leadership / Governing Body Membership:

	Proportion of BAME workforce	%of Gov Body Members	% of BAME senior grades >8b and above	% combined BAME senior grades and Gov Body	Projections for combined senior leaders and Gov Body membership		
					2020	2023	2025
	2020 WRES reporting data set						
Warrington and Halton CCGs	6.3%	18.1%	13.4%	14.6%	14%	>10%	>10%

Supporting narrative

- 6.3% of all staff (including VSM) are BAME. This is calculated from total of 175 staff of which 11 are BAME
- Current representation of leadership is above the local BAME population and overall BAME workforce. Accordingly to the Office of National Statistics, the local BAME population of Warrington is 4.1% and Halton is 3.6%
- Due to relatively small governing body membership, caution should be taken with the data
- Relatively good percentages for Governing Body and Senior grades may reflect that the area has generally lower than average BAME population compared to England rates

5 Year Action Plan – Leadership Diversity

	Timescale	Responsible person / team	Progress
1. Maintain the Projections for combined senior leaders and Gov Body membership in above table to ensure diversity at influencing level within the CCGs. This should be monitored and reported annually to agreed governance routes	September 2020 - 2015	IMT / Line Managers / E&D lead	

<p>2. All Governing Body Members to undertake Equality training – see action 5C in above table. To ensure that members know their legal duties and have informed understanding of equality issues across all protected groups</p>	<p>January 2021</p>	<p>Governing Body / E&D lead</p>	
<p>3. Ensure good governance is in place for monitoring and driving equality improvement – through regular reporting to Quality Committee and Governing Body – review and agree reporting intervals</p> <p>4. Promoting inclusive culture - review work to further consider action planning to review equality work across other protected characteristics such as sex, disability and sexual orientation</p>	<p>September 2020 - 2015</p> <p>September 2020 - 2015</p>	<p>IMT / Gov Body</p> <p>IMT / Andy Davies / E&D lead</p>	
<p>5. CCG representation and attendance at the North West, Black, Asian and Minority Ethnic Strategic Advisory Committee - to share and promote good practice across race equality agenda</p>	<p>July 2020</p>	<p>IMT / Gov Body</p>	
<p>6. Consider mentoring / reverse mentoring programmes in line with Model Employer guidance – ICS level for equality groups</p>	<p>September 2021</p>	<p>IMT / OD</p>	

Contextual information - supporting information from Model Employer publication showing national trajectories:

	Proportion of BME workforce ¹	Proportion of BME VSMs ¹	Additional VSM recruitment activity per year in order to reach equality ³ by:		
			2023	2028	2033
NHS trusts	1 in 6	1 in 18	1 in 3 recruits from BME (56) ²	1 in 4 recruits from BME (41) ²	1 in 5 recruits from BME (36) ²
CCGs	1 in 7	1 in 10	1 in 6 recruits from BME (18) ²	1 in 7 recruits from BME (16) ²	

1 The analysis uses 2018 data for both NHS trusts and CCGs across all bands.

1 BME proportions are recorded as a total of known ethnicities.

2 Values in brackets are the number of BME VSM recruits required per year to reach equality.

3 Reaching the value in column "Proportion of BME workforce" (note: by 2033 this may have changed).

Source: [WRES Strategy report – A Model Employer](#).

MLCSU Equality and Inclusion Team

Agreed at Governing Body 9/9/2020