

Cannock Chase Clinical Commissioning Group
East Staffordshire Clinical Commissioning Group
North Staffordshire Clinical Commissioning Group
South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
Stafford and Surrounds Clinical Commissioning Group
Stoke-on-Trent Clinical Commissioning Group

Combined Staffordshire and Stoke on Trent CCG Workforce Race Equality Standard (WRES) Summary Report 2020/2021

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Summary of key WRES 2021 data

WRES Indicator 1

Pay Bands	Under Band 1	1	2	3	4	5	6	7	8A	8B	8C	8D	9	VSM
White %	0	0	100	100	100	96.6	100	95.2	80.8	92.6	100	85.7	100	73.4
BME %	0	0	0	0	0	0	0	2.4	19.2	7.4	0	14.3	0	26.6
Unknown %	0	0	0	0	0	3.3	0	2.4	0	0	0	0	0	0

Comparing this year's figures with last years, a significant variance is in the ethnic diverse representation at Band 8D. Ethnic diverse representation has decreased from 25% in 2020 to 14.3% in 2021.

The raw data highlights that this is a change of 1 ethnic diverse staff member at Band 8D. Due to the CCGs low overall workforce, any small change in numbers can have a significant impact upon the percentages.

WRES Indicator 2

During the reporting period, 8.11% of ethnic diverse shortlisted applicants were appointed compared to 18.90% of white shortlisted applicants. Therefore, white candidates were 2.33 times more likely to be appointed from shortlisting compared to ethnic diverse candidates.

WRES Indicator 3

Midlands and Lancashire Commissioning Support Unit (MLCSU) HR monitor disciplinary and grievance for CCG staff and confirmed that there has been no formal disciplinary action taken in relation to Staffordshire and Stoke on Trent CCG ethnic diverse staff for years 2020 and 2021.

WRES Indicator 4

As of August 2021 all non-mandatory training and CPD will now be monitored by protected characteristic including race.

WRES Indicators 5,6,7,8

These four National NHS Staff Survey questions were not completed this year as the CCGs didn't take part in the national survey. However, as of next year the CCGs will be registering so thereafter Indicators 5,6,7,8 will feature in any future WRES reports. In 2020, the CCGs did carry out numerous staff check ins, and Summer and Winter staff surveys which looked at staff health and wellbeing as a whole.

WRES Indicator 9

Ethnic Diverse Executive Board Members and Non-Voting Board Members are not proportionally represented when compared to the CCG's combined workforce or the Staffordshire and Stoke on Trent ethnic diverse population as a whole

CCGs Board Voting membership are positively represented as a proportion of CCGs overall ethnic diverse workforce over the last three years.

WRES and CCGs Responsibilities

The Staffordshire and Stoke on Trent Clinical Commissioning Groups (CCGs) have two roles in relation to the Workforce Race Equality Standard (WRES) – as commissioners of NHS services and as employers. In both roles their work is shaped by key statutory and mandated requirements and policy drivers including those arising from:

- The Equality Act 2010 and the public sector Equality Duty.
- The NHS standard contract and associated documents.
- The CCG Improvement and Assessment Framework.
- The 2021 Midlands Workforce Race Equality and Inclusion Strategy.

This information will be further detailed, later in the report.

This is CCGs third year of producing a combined WRES report. The main findings from this year's data will be compared against previous year's figures and this report will be shared with the CCG's relevant committees and Governing Body

The WRES reports against 9 workforce indicators which compare differences between White and Ethnic diverse staff in relation to; representation at all levels across the organisations, equality of opportunity in terms of recruitment, likelihood of being recruited from shortlisting, career progression and training, variations in disciplinary procedures and experiences of bullying and harassment.

Note: Because NHS CCGs workforce are small in comparison to, for example NHS Trusts, consideration should be given to how percentages can substantially change when working with relatively small staff numbers. Also, where it is relevant, consideration should be given to the diversity within ethnic groups themselves relative to the diverse communities in which we serve.

Broad Demographic Profile of Staffordshire and Stoke on Trent by Race

According to the 2011 Census Around 6% of people (54,700) across Staffordshire are from an ethnic diverse background varies from 2.5% in the Staffordshire Moorlands to 13.8% (15,700) in East Staffordshire.

Stoke on Trent ethnic diverse population is estimated to be 13.6% of its total population (33,800). Staffordshire and Stoke on Trent combined average Ethnic Diverse population is equal to 9.8%

6% of people across Staffordshire are from an ethnic diverse background. This varies across the locality for example, 2.5% of the population in Staffordshire Moorlands are from an ethnic diverse background, compared to 13.8% in East Staffordshire and 13.6% in Stoke-on-Trent.

When we look at the CCGs at a Regional level, the CCGs can report a healthy and broadly representative workforce. There has been an increase in ethnic diverse staff, it is currently recorded at 10%.

The Changing Landscape – Integrated Care Systems (ICS) and Integrated Care Partnerships (ICP)

Another significant influence will be the NHS restructure into Integrated Care Systems (ICSs) and Integrated Care Partnerships (ICPs) that will bring together commissioners and providers of NHS services across Staffordshire and Stoke-on-Trent. From a race equality perspective, foundations are already being built and are in place. This information will be further detailed, later in the report.

Impact of Covid-19

This report is still influenced by health inequalities and inequalities exposed and/or affirmed during this Covid-19 epidemic

Tackling these inequalities has been a key focus across all levels of our health and social care system. Continuing from last year and in relation to Covid-19 the CCGs have adopted and implemented a range of initiatives, activities and collaborations which will be included throughout this report and highlighted below:

- Targeted risk assessment to staff self-identified from Ethnic Diverse community.
- The CCGs have set up an Ethnic Diverse Staff Network with the option of links to wider system support group, to provide a platform for our ethnic diverse staff.
- At system level a BAME staff network has been developed where CCG staff can feed into, giving personal experiences or recommendations.
- The CCGs have made initial enquiries regarding the Ethnicity pay gap. Unfortunately, national matrix and guidance has not yet been published. The CCGs are committed to taking part in monitoring when details are released.

Local, Regional and National Strategies and Mechanisms

NHS People Plan

A key document, the [NHS People Plan](#) was published in late July 2020 which provided national, regional and local actions for 2020/21 to support the NHS workforce. The theme of equality and tackling inequalities is a ‘golden thread’ running throughout the plan.

The plan focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care.

Model Employer Strategy

Table to show targets for BME VSM recruitment in NHS trusts and CCGs.

Increasing black and minority ethnic representation at senior levels across the NHS.

	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	

In addition to the CCGs responsibilities also a system wide approach is being taken to complete the actions that are arising from Model employer strategy which involves an overhaul of the recruitment process from a race equality perspective.

For further information has been provided on this model, please click here: [Model Employer Strategy](#)

Organisations are expected to discuss WRES implementation at board meetings, and to develop and agree the following with the national WRES team:

- Their target for ethnic diverse representation across leadership and the broader workforce, as outlined in the NHS Long Term Plan.
- A robust WRES action plan to deliver on the aspirations set out in this NHS WRES leadership Model Employer Strategy.

- How the organisation will work with the national WRES team to track progress.

Workforce Race, Equality, and Inclusion Strategy (Midlands)

This regional strategy was developed nationally and will be supported by local/system actions, deliverables and specific steps to be taken at a local level.

Staffordshire and Stoke on Trent CCGs have adopted the Six High level Impact actions on recruitment and promotion for closing the gap in recruitment and promotion outcomes making them relevant to the local demographics.

The Six High level actions are:

1. Ensure Executive Senior Managers own the agenda.
2. Introduce a system of 'comply or explain' (to ensure fairness during interviews).
3. Organise talent panels.
4. Enhance equality, diversity, and inclusion support.
5. Overhaul interview processes.
6. Adopt resources, guides and tools for productive conversations about race.

Race Disparity Ratio

The aim of the Race Disparity Ratio is to enable organisations to map the progression for white and ethnic diverse staff from lower to middle to upper Agenda for Change (AfC) Bands and Senior Roles.

It is presented at three tiers –

- bands 5 and below ('lower')
- bands 6 and 7 ('middle')
- bands 8a and above ('upper')

Where the disparity ratio is above 1.5 organisations are required to provide an action plan detailing mitigating actions towards achieving parity.

Race Disparity Ratio	2019	2020	2021
	Comparison between White and BME staff	Comparison between White and BME staff	Comparison between White and BME staff
Race Disparity Ratio Lower – Middle	0.50	1.07	0.00
Race Disparity Ratio Middle – Upper	0.15	0.07	0.03
Race Disparity Ratio Lower – Upper	0.08	0.08	0.00

WRES Indicators 1 to 9

WRES Indicator 1 - percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce

Note: Figures presented in the tables are expressed as percentage to help safeguard staff anonymity.

As of 31.03.21 there were 310 staff in post across all 6 Staffordshire and Stoke on Trent CCGs, this is a very small increase compared to the previous year's figures. Though there has been an increase in staff, ethnic diverse recorded is currently at 10%, which is a decrease of 1.0% compared to the figure of 11% in 2020.

WRES Indicator 1 Staff representation expressed as percentage by race category across all staff bands for 2021

Pay Bands	Under Band 1	1	2	3	4	5	6	7	8A	8B	8C	8D	9	VSM
White %	0	0	100	100	100	96.6	100	95.2	80.8	92.6	100	85.7	100	73.4
BME %	0	0	0	0	0	0	0	2.4	19.2	7.4	0	14.3	0	26.6
Unknown %	0	0	0	0	0	3.3	0	2.4	0	0	0	0	0	0

WRES Indicator 1 Staff representation expressed as percentages by broad race category across all staff bands for 2020

Pay Bands	Under Band 1	1	2	3	4	5	6	7	8A	8B	8C	8D	9	VSM
White %	0	0	100	100	95.8	97	100	95.2	78.6	96.3	94.7	75	100	74.6
BME %	0	0	0	0	0	3	0	2.4	21.4	3.7	5.3	25	0	25.4
Unknown %	0	0	0	0	4.2	0	0	2.4	0	0	0	0	0	0

Comparing both sets of data, a significant variance is in the ethnic diverse representation at Band 8D. Ethnic diverse representation has decreased from 25% in 2020 to 14.3% in 2021. The raw data highlights that this is a change of 1 ethnic diverse staff member at Band 8D. Due to the CCGs low overall workforce, any small change in numbers can have a significant impact upon the percentages.

WRES Indicator 2 – Relative likelihood of staff being appointed from shortlisting across all posts

2020			
Number of shortlisted applicants	White 196	BME 29	Unknown 14
Number appointed from shortlisting	White 44	BME 1	Unknown 12
Relative likelihood of appointment from shortlisting	White 22.45%	BME 3.45%	Unknown 85.71%
Relative likelihood of White staff being appointed from shortlisting compared to BME staff	Ratio 6.51		

2021 (01 April 2020 – 31 March 2021)			
Number of shortlisted applicants	White 127	BME 37	Unknown 12
Number appointed from shortlisting	White 24	BME 3	Unknown 2
Relative likelihood of appointment from shortlisting	White 18.90%	BME 8.11%	Unknown 16.67%
Relative likelihood of White staff being appointed from shortlisting compared to BME staff	Ratio 2.33		

During the reporting period, 8.11% of ethnic diverse shortlisted applicants were appointed compared to 18.90% of white shortlisted applicants. Therefore, white candidates were 2.33 times more likely to be appointed from shortlisting compared to ethnic diverse candidates.

In 2020 the ratio was 6.51 and in 2021 the ratio was 2.33. To start looking at reducing the disparity between white and ethnic diverse a range of strategic actions has been developed to be delivered at an organisational, local and regional levels. See action point number 7 below.

Whilst we do recognise the disparity ratio, as the CCGs have relatively low levels of employees, any small change in employee numbers can skew the percentages.

Action Taken – To mitigate the disparity between the relative likelihood of ethnic diverse and white staff being appointed from shortlisting across all posts the 2021 Equality Action Plan includes an action point to:

	2021 Equality Action Plan	Responsible Person/Directorate	Timeline	Status
No.7	<p>Midlands EDI Strategy & Six High Impact Actions on race inclusion (and other underrepresented groups) - ICS Equality, Diversity and Inclusion (EDI) HRD/EDI Leads Group - group needs to decide if there is to be one action plan, or individual organisational plans and an overarching system plan, all of which need to be finalised by 30th June 2021. The sub-group will monitor the system's assurance that organisations are delivering against the strategy.</p> <p>Action 1 Ensure Executive Senior Managers own the agenda.</p> <p>Action 2 Introduce a system of 'comply or explain' to ensure fairness during interviews.</p> <p>Action 3 Organise talent panels.</p> <p>Action 4 Enhance equality, diversity, and inclusion support.</p> <p>Action 5 Overhaul interview processes.</p> <p>Action 6 Adopt resources, guides, and tools for productive conversations about race.</p>	Head of HR/OD and Inclusion	Ongoing	In progress
No.8	Model Employer Model - NHS Workforce Race Equality Standard (WRES) leadership strategy.	Head of HR/OD and Inclusion	Ongoing	In progress

There has also been a verbal and visible response from the CCG's executive leadership through the weekly Team briefs. Unconscious Bias is now a mandatory training session for employees and new starters to the Staffordshire and Stoke on Trent CCGs.

Development Day on 29th June dedicated to Equality and Inclusion focussing and ethnic diversity with guest speaker from a Trust.

WRES Metric 3 – Relative likelihood of staff entering the formal disciplinary process, as measured by entry into formal disciplinary investigation.

MLCSU HR monitor disciplinary and grievance for CCG staff and confirmed that there has been no formal disciplinary action taken in relation to Staffordshire and Stoke on Trent CCG ethnic diverse staff for years 2020 and 2021.

WRES Metric 4 - Relative likelihood of staff accessing non-mandatory training and CPD National.

As of August 2021 all non-mandatory training and CPD will now be monitored by protected characteristic including race.

Action taken:

No.9	2021 Equality Action Plan	Responsible Person/Directorate	Timeline	Status
	Staff attending training to be monitored by protected characteristics, as a minimum: age, disability, race and sexual orientation. Monitoring should also include any caring responsibilities.	Head of HR/OD and Inclusion	Ongoing	Complete

WRES Metric 5-8 taken from the National NHS Staff Survey

WRES Indicators 5,6,7,8

These four National NHS Staff Survey questions were not completed this year as the CCGs do take part in the national survey. However, as of next year the CCGs will be registering so thereafter Indicators 5,6,7,8 will feature in any future WRES reports. In 2020, the CCGs did carry out regular staff engagement check ins, and Summer and Winter staff surveys which looked at staff health and wellbeing as a whole.

WRES Indicator 9 –Percentage difference between (i) the organisations’ Board voting membership and its overall workforce and (ii) the organisations’ Board executive membership and its overall workforce

WRES Indicator 9 - % difference between the organisations' Board voting membership	2019-2020			2020-2021		
	White	BME	Ethnicity Unknown	White	BME	Ethnicity Unknown
Total Board "Voting" Members - % by Ethnicity	75.00%	25.00%	0.00%	78.8%	21.2%	0.00%
Overall Workforce - % by Ethnicity	88.30%	11.00%	0.6%	89.4%	10.0%	0.6%
% difference between the CCGs Board voting membership and its overall workforce.	-12.7%	13.3%	-0.6%	-8.8%	9.4%	-0.6%

Additional Ethnicity Data relating to Board Membership

Additional Board Membership data	2019-2020			2020-2021		
	White	BME	Ethnicity Unknown/Null	White	BME	Ethnicity Unknown/Null
Executive Board Members - % by Ethnicity	100%	0%	0%	100%	0%	0%
Non- Executive Board Members - % by Ethnicity	70.0%	30.0%	0%	72.0%	28.0%	0%
Overall Workforce - % by Ethnicity	88.30%	11.00%	0.6%	89.4%	10.0%	0.6%

This table above identifies the percentage differences between the organisations board voting compared to the workforce by ethnic diverse and white. The figures show a healthy representation of clinical ethnic diverse staff at board voter level for both the previous and current reporting periods.

As mentioned in the report earlier, the CCGs acknowledge the lack of non-clinical ethnic diverse execs and lay members is a real and ongoing concern and that positive action measures will be needed. This is reflected in the CCGs 2021-2022 Equality Action Plan.

Within the High Level Regional action plans there are activity points to address some of these issues at both organisational and system level.

Action Taken -

2021 Staffordshire and Stoke on Trent Equality Action Plan	Responsible Person/Directorate	Timeline	Status
Action Point 1 Open shadowing opportunities within the CCG's considering Age (young people), Disability and Race. (Carried over from 2020-2021 action plan)	SEG/CL/JC	TBA	In progress

2021 Staffordshire and Stoke on Trent Equality Action Plan	Responsible Person/Directorate	Timeline	Status
Action Point 2 Positive action initiative to recruit Lay Member. Considering Race, Disability and Age. Update: Action Point 2 may need to be reviewed considering the ICS. (Carried over from 2020-2021 action plan)	SEG/CL/JC	TBA	In progress

Staffordshire and Stoke on Trent CCGs Ethnic Diverse Staff Network

CCG staff who have declared their ethnicity as ethnic diverse on their CCG staff record were invited to join the CCGs' first virtual support group for ethnic diverse



workforce. Accountable Officer for the CCGs has personally stated "I will commit to my ethnic diverse colleagues that we will do everything we can to root out racism and other forms of discrimination".

18 Following on from discussions in the Ethnic Diverse Staff Network the CCG's have developed a zero-tolerance poster to put an end to abuse and harassment in our workforce and a confidential e-mail address for ethnic diverse staff has been set up. Members of the CCGs Staff Network are invited to feed into the Staffordshire and Stoke on Trent BAME System Wide Staff Network to share their lived experiences and to influence workforce strategies and policies.

Dr Ulka Choudhry, who is a member of the Ethnic Diverse Staff Network, explains how the Group can support both individuals from an ethnic diverse background and shape the equality work of the CCGs. Watch the video: [here](#)

Report Produced by Midlands and Lancashire Commissioning Support Unit (MLCSU) Equality, Diversity and Inclusion Team.