

CCG/ICB Workforce Race Equality (WRES) Action Plan 2021/23

NHS East of England Anti-Racism Strategy Principles.	Action	Detail	Owner	Deadline	Progress as at end of March 2022
<p>We will support all our organisations, leaders, managers, and people to understand the impact of racism and to be anti-racist.</p> <p>We will support organisations actively fulfil their role in accelerating change for our workforce and communities to address structural inequalities.</p>	Appoint an Executive Sponsor for race	Completed: Jane Halpin is the executive sponsor for race equality.	N/A	Completed	Executive sponsor for race agreed.
	Capture ethnicity and equality data and publicise progress	Annual Gender Pay Gap reporting published.	Equality and Diversity Lead	March 2022	Completed and published for all three CCGS by the deadline of October 2021.
		Annual workforce equality data reporting published.	Equality and Diversity Lead	March 2022	Published as a three CCG report as part of Joint Board papers in May 2021. Also included in the CG Annual Reports.
		Annual Workforce Race Equality Standard Report published.	Equality and Diversity Lead	March 2022	Completed and published for all three CCGS by the deadline of August 2021.
		Quarterly workforce dashboard shared with SMTs and Quality Committees as appropriate.	HR Business Partners	From 1 st Quarter 2022.	Action met - Dashboards are created and shared with SMT's and their appropriate sub committees and well as with the Executive on quarterly basis

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		Workforce KPIs (which include equality data) shared with Executive		From December 2021	Action Met - The workforce KPIs are shared by Workforce.
		2020 Staff Survey Results published and actioned.	HR Business Partners	March 2022	Partially Met - Staff Survey Results published and shared with staff. The 2020 action plan has been reviewed and will be refreshed following the publication of the 2021 staff survey results. Revised target date of December 2022.
We will address the lack of representation in leadership and decision making	Implement the “A Model Employer” targets	Monitor and report on progress towards meeting the 2028 targets for representation of BAME staff across the workforce pipeline.	Assistant Director HR & ODL Shared Service	March 2022	Partially Met - Progress on BAME representation is monitored. Progression towards to the 2028 target likely but with a small number of staff in some grades minor changes in staffing could have an adverse effect. More consideration going into make the recruitment process fair and non-discriminatory.
	Take action that supports ethnic minority career progression.	In partnership with the ICS, develop a BAME acceleration programme within the CCGs which should include, secondment	Head of Organisational Development	December 2022	No Met - Business as usual was stood down. BAME acceleration programme being developed at an ICS level and the CCGs/ICB will link to that to meet the target in 2022/3. Revised target date of March 2023

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		opportunities, job shadowing, coaching, mentoring and reverse mentoring.			
		Promote Leadership Academy - Ready Now & Stepping Up and ICS career development programmes.	Head of Organisational Development	Variable depending on intake date.	Met – The Leadership Academy did not offer these programme for 21/22 but these have now been opened up for applications and will be promoted at CCG and ICS level.
		Extract and report talent data highlighting BAME individuals' development horizon (readiness for promotion / development) for discussion at ICS talent forum	Head of Organisational Development and Learning	March 2022	Partially Met - Report from Performance Appraisals was submitted to Execs. However, business as usual was stood down, actions need to be taken for this financial year. Revised target date of March 2023
		Introduce Values Based Recruitment and functional skills testing for recruitment.	Recruitment and HR Operations Manager	March 2023	This will be further considered over next 12 months, As the CCG's merge their stated values and behaviours will have be developed as a new organisation before and recruitment activity can be implemented

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	HR & ODL Team to provide biannual job seeking and interview skills training for existing staff considering applying for posts/promotion.	Development of a job seeking and interview skills training course related to establishment of the ICS, consider the use of external support to deliver.	Head of Organisational Development	October 2021	Met - Interview skills has been developed and delivered; however, work is underway with the ICS to develop a bespoke programme to assist with application and recruitment process.
	Recruitment Team to start to check and challenge essential and desirable criteria chosen for vacancies including how they will be assessed	HRBPs and Recruitment Team to update and implement new job evaluation guidance. Recruitment guidance to be updated. Continue work on implementing standard generic job descriptions.	Head of HR delivery and CCG Transition	March 2022	Met - We follow national guidance on job evaluation, which is the nationally agreed process through the staff council which includes all trade union partners. The recruitment team do give challenge on recruitment criteria,
	Recruitment Team to check wording of adverts for vacancies to ensure language used is objective and positive action statements are included.	To ensure that adverts are debiased and positive for all equality groups.	Recruitment and HR Operations Manager	December 2021	Met - All adverts are checked prior to being advertised to ensure the language is objective and demonstrates inclusivity. An equality statement has been agreed by the HRD's across the ICS and local authorities.

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					<p>Work is currently being done around creating inclusive job descriptions and person specification. Incorporating how we ensure staff are comfortable to have conversations around inclusivity.</p>
We will support our BAME colleagues by creating cultures of civility, respect and safety	Establishing ICS/joint CCG culture for diversity and Inclusion	Develop and implement a culture change programme to support Equality, Diversity and Inclusion (including anti-racism, anti-bullying and	Head of Organisational Development	March 2022	<p>Partially Met - Work on developing the culture and values of the ICS are taking place at the ICS level and the CCGs are feeding in to this. This includes being part of the ICS equality and diversity Leads working</p>

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		harassment and civility and respect) towards the establishment of the ICS.			group. This will then be formalised, and a strategy developed for taking this forward post July 2022.
	Establishment of equality objectives for all members of staff.	Introduction of a mandatory equality objective for all members of staff as part of the annual performance appraisal and objective setting process.	CCG & Assistant Director HR & ODL	March 2022	Not Met – This will link to the upcoming agreement on how equality and diversity will be delivered in the ICB post July. Those discussions are ongoing. Revised target date of June 2023
	Continue to support the CCG's BAME staff network.	Establish quarterly joint meetings to look at their supporting the actions in this plan and providing feedback	Equality and Diversity Lead	January 2022	Partially Met - Currently only informal meetings with the network Chair take place. More formal arrangements will be made following the transition to the ICB