



North Central London  
Clinical Commissioning Group

# Workforce Race Equality Standard (WRES) Report 2019/2020

# Introduction

- Following the Snowy White Peak Report by professor Roger Kline, the NHS introduced the **Workforce Race Equality Standards (WRES) in 2015** to hold a mirror up to the NHS and spur action to **close gaps in workplace inequalities between Black and Minority Ethnic (BAME) and white staff.**
- There is a requirement for **CCGS and providers to report progress on their performance** by publishing their performance and progress against the WRES and submitting this information to NSHE/I on an annual basis each August.
- Having implemented the WRES for the last four years, many NHS organisations are now beginning to see continuous improvements across a range of WRES indicators – this is reflected in the national WRES data collated by NHSE/I.
- Embedding and sustaining continuous improvements in **transforming the culture of an organisation takes time and focus.** It requires organisations to approach this work with an **open mind and an honest heart.** It is clear that some organisations are beginning to **act boldly and effectively** in this area, yet much more work is still needed to shift the dial on workforce race equality.
- Recent events, including the merger of the 5 NCL CCGs, Black Lives Matter campaign and the disproportionate impact of COVID-19 means that the CCG's work on creating a more inclusive, equitable and fairness is more critical than ever.
- This report sets out the **NCL CCGs performance against each of the WRES indicators** and highlights the **areas we have improved in and the areas we need to do better in** and provides an overview of the future strategic approach to working towards a more inclusive, fair and equitable workforce

# WRES and The Role of CCGs

- **Clinical Commissioning Groups (CCGs) have two roles in relation to the WRES:**

As a Commissioner of NHS services	As an NHS employer
Give assurance to NHS England and Improvement that their providers are implementing and measuring their performance against the WRES.	Advance workforce equality and fairness
Ensure that the implementation of the WRES and associated action plans are part of contract monitoring and negotiation between CCGs and their respective providers.	Commit to the principles of the WRES and apply as much of it as possible to their own workforce.
Have meaningful dialogue with providers on the implementation and use of the WRES	Demonstrate good leadership and actively address standards requiring improvement within their own workforces, and set an example for their providers.

- In both roles, the **work of the CCG is shaped by key statutory requirements and strategic & policy drivers** including:
  - The NHS Constitution
  - The Equality Act 2010 and the Public Sector Equality Duty
  - The NHS standard contract and associated documents
  - The Oversight Framework
  - NHS Long Term Plan and the interim NHS People Plan.
  - The WRES Leadership Strategy: A Model Employer sets the target for NHS employers to increase BAME representation at senior levels by 2033.
  - A London Workforce Race Equality Strategy that is currently being developed.

These national and regional drivers and strategies will support the CCG with local actions and interventions to better our performance against the standards and thrive as a more inclusive workforce.

# Workforce Race Equality Standard Indicators

Indicators	Workforce indicators For each of these four workforce indicators, compare the data for white and BAME staff
1	Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce disaggregated by: Non-clinical staff, Clinical staff, of which - Non-medical staff - Medical and dental staff
2	Relative likelihood of staff being appointed from shortlisting across all posts.
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
4	Relative likelihood of staff accessing non-mandatory training and CPD.
National NHS Staff Survey indicators (or equivalent) For each of the four staff survey indicators, compare the outcomes of the responses for white and BAME staff	
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.
6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.
7	Percentage believing that trust provides equal opportunities for career progression or promotion.
8	In the last 12 months have you personally experienced discrimination at work from a manager, team leader or other colleagues.
Board representation indicator For this indicator, compare the difference for white and BAME staff	
9	Percentage difference between the organisations' board membership and its overall workforce disaggregated: • By voting membership of the board • By executive membership of the board

# NCL CCGs Performance Against the WRES Indicators – 2019/2020

- Across the NCL CCGs, we have been measuring our performance against the WRES indicators and publishing our WRES information for each CCG, including action plans since 2015.
- Whilst the five NCL CCGs merged on 01 April 2020, the reporting requirements for the period 2019/2020 are to report the performance of each individual CCG.
- The next sections of this report set out the **NCL CCGs performance against each of the WRES indicators for 2019/2020**, including where possible, a comparison to the previous year (2018/2019).
- The first part of the report outlines:
  - The methodology and data used to assess the CCGs performance against the WRES indicators
  - 2019/2020 Highlights and Key Achievements, including the areas the CCGs have done well in/improved on and areas for improvement
  - A high level overview of the future strategic direction and next steps which takes into account the CCG's current activities relating to COVID-19 and the launch of the Diversity and Inclusion Steering Group and Staff Networks.
- The second part of the report provides a more detailed breakdown of the performance against each WRES indicator by each NCL CCG and the overall performance of the NCL CCGs as a whole.
- Each of the CCGs performance against the WRES indicators will be reported to NHSE/I in August 2020



# WRES Highlights, and Next Steps (slides 7-13)

# Methodology

- This section outlines the methodology and data used to assess the CCGs performance against the WRES indicators
- **Data Sources** - The WRES requires NHS organisations to self-assess against nine indicators of workplace experience and opportunity.

Indicator(s)	Data source
1 and 9	Electronic Staff Record (ESR) as at 31 <sup>st</sup> March 2020
2	TRAC recruitment system used for recording data for candidates from 1 <sup>st</sup> April 2019 to 31 <sup>st</sup> March 2020
3-4	From staff records maintained by the HR Team
5-8	2019 Staff survey results - the responses to the WRES questions

- **Definitions**

- **Staff** have the contractual status of employees on permanent and fixed term contracts and excludes agency workers.
- **Office Holders** include roles such as Clinical Leads and Governing Body Members

- **Data Reporting Dates and Analyses**

- This report sets out the NCL CCGs performance against each of the WRES indicators for 2019/2020, including where possible, a comparison to the previous year (2018/2019)

- **Data Caveats**

- As at 31<sup>st</sup> March 2020, NCL CCGs employed 497 staff and engaged 66 clinical leads and 57 elected and appointed Governing Body Members.
- For the purposes of the WRES report, Clinical Leads and GB members have been included under Office Holders as they are not employees of the CCG
- Board representation includes Governing Body Members as Board Members only
- The performance against indicator is reported for each NCL CCG as they were separate organisations during this period. An average NCL CCG figure is also provided for each indicator in order to provide a baseline for future comparison.
- The performance against some indicators is reported as both numbers and percentages to show statistical significant, where appropriate.
- The race equality data in some indicators is too small to draw any meaningful conclusion as a small change in the number can affect the percentage significantly, and therefore the percentage changes need to be treated with caution.
- Across the NCL CCGs, the response rate for the 2018 staff survey was 76% and the 2019 staff survey response rate was lower at 61%

# Positive Highlights against the WRES Indicators – 2019/2020

## *Areas we have improved in comparison to 2018/2019 performance*

- The number of staff from BAME and White background is generally reflective of the NCL population demography.
- The recruitment data shows that the likelihood of BAME staff being appointed from shortlisting has improved from 2.39 less likely in 2018/19 to 1.48 less likely in 2019/20 compared with White staff across the NCL CCGs.
- The number of staff from BAME backgrounds across band 1-7 has overall increased across NCL.
- The number of Governing Body Members and Office Holders from a BAME background has increased significantly due to an improvement in the reporting of the ethnicity of this group.
- The number of staff from BAME backgrounds experiencing discrimination, bullying and harassment from staff and managers has reduced therefore showing an improvement
- There has been a significant increase in the number of staff from BAME backgrounds undertaking non-mandatory training in 2019/20.



# Areas we need to do better in against the WRES Indicators – 2019/2020

*Areas we have made less or no progress in, in comparison to 2018/2019 performance*

- Whilst there has been a reduction of BAME staff experiencing discrimination, bullying and harassment in comparison to 2018/2019, the data shows that NCL is still below the national average and there continue to be gaps between BAME and White staff experiences.
- Overall across the NCL CCGs, there has been no change in the representation of staff from a BAME background in agenda for change bands 8a –VSM, with some CCGs showing a reduction of BAME staff in these bands.
- Governing Body Members from white backgrounds are slightly under-represented in comparison to the demography of the NCL population and employees of the CCGs.
- The number of white staff that attended non-mandatory training and CPD was less compared with the staff overall and in comparison with BAME staff in the CCGs.

# Our Key Achievements across the 9 WRES Indicators

## Summary of progress against the 2018/2019 action plans



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Indicator(s)	Key Achievements
1 Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce	<ul style="list-style-type: none"> <li>✓ Quality Impact assessed consultation documents with proposed structures.</li> <li>✓ Harmonised the Change Management Policy, including carrying out a Equality Impact Assessment to ensure fairness and equity during change management selection processes.</li> </ul>
2. Relative likelihood of staff being appointed from shortlisting across all posts.	<ul style="list-style-type: none"> <li>✓ Where possible ensuring there is a BAME panel member on any selection panels where staff may be at risk or applying for suitable alternative employment.</li> <li>✓ Monitor the data annually which we publish in our WRES progress report</li> <li>✓ Delivered transition support through an external provider</li> </ul>
3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	<ul style="list-style-type: none"> <li>✓ All policies including the disciplinary policy have been harmonised across NCL to ensure consistency and equity, in addition this policy was Equality Impact assessed.</li> <li>✓ In addition we work in Partnership with our Union colleague when reviewing policies and complex cases where staff are supported by a union representatives.</li> <li>✓ Number of disciplinary cases have reduced in a rolling 2 year period</li> </ul>
4. Relative likelihood of staff accessing non-mandatory training and CPD	<ul style="list-style-type: none"> <li>✓ Lunch &amp; Learns are advertised to all staff via calendar invites and all staff emails</li> <li>✓ All managers asked to undertake an annual appraisal and develop a PDP with their team</li> <li>✓ All training advertised in Staff Comms, staff briefings, Newsletters and the CCG intranet</li> </ul>
5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	<ul style="list-style-type: none"> <li>✓ Corporate message about equality, diversity and inclusion highlighting the CCG's position and commitment to race equality.</li> </ul>
6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	<ul style="list-style-type: none"> <li>✓ CCG celebrated festivals from diversity groups</li> <li>✓ Workforce Approval Process to ensure all post are signed off and advertised appropriately in NCL.</li> <li>✓ Awareness of festivals and key diversity events featured in staff newsletters and briefings</li> </ul>
7. Percentage believing that CCG provides equal opportunities for career progression or promotion	
8. In the last 12 months have you personally experienced discrimination at work from a manager, team leader or other colleagues	
9. Percentage difference between the organisations' board membership and its overall workforce disaggregated	<ul style="list-style-type: none"> <li>✓ The CCG is working to ensure the GB members reflect the community we serve, and we are updating the ethnicity data across NCL every year to monitor that.</li> <li>✓ All newly elected/appointed GB members have been sent Equality &amp; Diversity forms to complete</li> </ul>

# Future strategic direction

- A Model Employer: NHS Workforce Race Equality Standard (WRES) leadership strategy sets the targets for Trusts and CCGs that need to be achieved by 2023, 2028 and 2033. These are quite challenging targets for CCGs as the number of posts at the VSM level are significantly less than larger organisations i.e. provider trusts, NHE/I.
- Given the impact of COVID 19 and the Black Lives Matter campaign, NCL CCG must work to sustain the progress the CCGs have made over the last five years in improving race equality performance. It is time now to take bold steps and address race equality through open and honest conversations and decisive actions.
- Our focus on 2020/21 and beyond should be to use the lived experience of our staff in the CCGs to inform the future WRES action plans. This will be done through setting up the Diversity and Inclusion Steering Group and the BAME Staff Network. A number of leadership conversations and training programmes will be delivered as part of a Quick Win programme in the second and third quarter of the current financial year.
- While we are developing our leadership competence and awareness about race discrimination, the importance of collaborative working cannot be stressed enough given the leadership role the CCG plays both in terms of commissioning care and holding providers to account through the assurance role. There is also an opportunity emerging for the CCG to play a more influential role through local health partnership (e.g. STP/ICS) in tackling health inequalities and driving the race discrimination agenda with other partners.
- In 2020/21 we will be prioritising our WRES action planning in a more innovative way by engaging our staff – and shape the equality objectives for the next five years in ways that produce better outcomes for staff and patients at an accelerated pace.

## Next Steps

- Report to be taken to the Public Patient Engagement and Equalities Committee to show NCL CCGs performance against the WRES indicators for 2019/2020
- NCL CCGs performance against the WRES indicators for 2019/2020 to be submitted to NHSE/I by 31 August 2020
- Quick wins to take place between July-October 2020:
  - Governing Body and EMT facilitated training and discussions (July-August)
  - Leadership conversations (August-September)
  - Awareness raising workshops/training for staff (August-October)
  - Strengthening local WRES collaborative working with partners and providers
- Diversity & Inclusion Steering Group and Staff Networks to be launched in August 2020
- Diversity and Inclusion Steering Group and Staff Networks to develop and implement WRES Action Plan from September 2020.
- First Steering Group Progress Report to NCL EMT in September 2020
- WRES Action Plan development and implementation progress to be monitored via the Public Patient Engagement and Equalities Committee
- Continue working with NHSE/I and Pan London NHS Diversity Networks to share and learn from good practice



**The next section shows  
the breakdown of the  
performance against  
each of the WRES  
indicators by:**

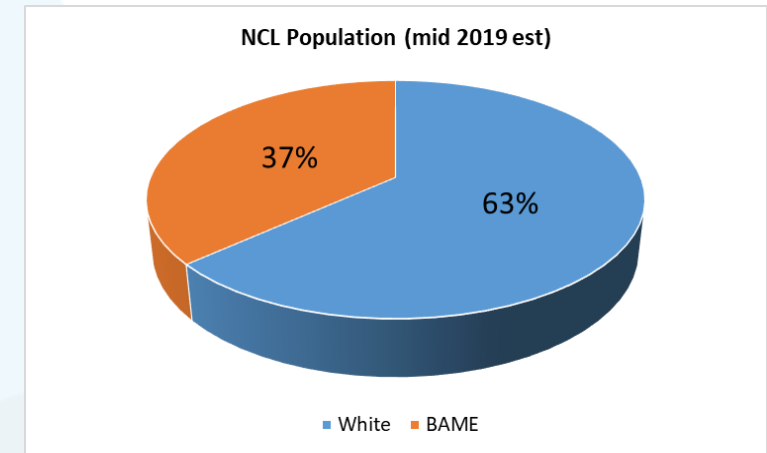
- **Overall NCL CCG**
  - **By each CCG**

# Overall Breakdown of Workforce Data – all NCL CCGs

**WRES Indicator 1**-Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce

## Staff across all NCL CCGs as at 31<sup>st</sup> March 2020:

	2017/18	2018/19	2019/20	Performance compared with 2018/19 (%)
Self-disclosed White	51%	53%	56%	+3% ↑
Self-disclosed BAME	27%	35%	38%	+3% ↑
Not disclosed	22%	12%	6%	-6% ↓



## Analysis of staff data based self-disclosed ethnicity data only as at 31<sup>st</sup> March 2020:

	2017/18	2018/19	2019/20	Performance compared with 2018/19 (%)
Self-disclosed White	65%	60%	60%	↔
Self-disclosed BAME	35%	40%	40%	↔

As at 31<sup>st</sup> March 2020, the self-disclosed information shows that 40% NCL CCGs' staff were from Black and Minority Ethnic (BAME) backgrounds and 60% from White backgrounds. The percentages have not changed since 2019.

BAME staff are overrepresented by 3% and White staff are underrepresented by 3% compared with the latest NCL population demographic information of 37% and 63%, respectively.

# Breakdown of overall workforce Data by CCG

WRES Indicator 1- continued

Breakdown of staff data by CCG as at 31<sup>st</sup> March 2020 (excluding Office Holders)

	Ethnic Group	Barnet		Camden		Enfield		Haringey		Islington	
		2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Staff including those who did not wish to disclose their ethnicity	Self-disclosed – White	64%	64%	49%	48%	47%	56%	43%	46%	61%	62%
	Self-disclosed – BAME	29%	30%	37%	49%	38%	41%	44%	48%	25%	28%
	Not disclosed	7%	6%	14%	4%	15%	3%	13%	6%	14%	10%
Analysis based on self-disclosed ethnicity data only	Self-disclosed - White	69%	68% ↓	56%	49% ↓	55%	58% ↑	49%	49% ↔	71%	69% ↓
	Self-disclosed - BAME	31%	32% ↑	44%	51% ↑	45%	42% ↓	51%	51% ↔	29%	31% ↑

The data shows that in 2019/20 across all five NCL CCGs, staff from BAME backgrounds increased in 3 CCGs, reduced in 1 CCG and remained unchanged in 1 CCG. Any increase in BAME staff percentage means a reduction in the percentage of white staff. This is based on self-disclosed data.

# Workforce Data: all NCL CCGs WRES Indicator 1- continued

The following table shows the breakdown of staff information by agenda for change bands and ethnicity and breakdown of Office Holders by ethnicity across all NCL CCGs as at 31 March 2020. A comparison of percentage changes from 2018/19 is also shown:

	Bands 1-7		Change in % representation	Bands 8a - VSM		Change in % representation	Office Holders		Change in % representation
	Number	%		Number	%		Number	%	
Self-disclosed – White	79	44%	-1% ↓	200	63%	-1% ↓	55	45%	+16% ↑
Self-disclosed - BAME	89	50%	+2% ↑	98	31%	↔	34	28%	+18% ↑
Not disclosed	10	6%	-1%	21	6%	+1%	34	28%	-24%

Analysis based on self-disclosed ethnicity data only and comparison to 2018/2019

Ethnicity	Bands 1-7	Change in % representation	Bands 8a - VSM	Change in % representation
Self-disclosed - White	47%	+1% ↓	67%	+1% ↑
Self-disclosed - BAME	53%	-1% ↑	33%	-1% ↓

**The data in the tables shows:**

- The percentage changes in staffing in all five NCL CCGs and includes Office Holders.
- Based on self disclosed data, there has been a small increase in the percentage of white staff and a small reduction of BAME staff in Bands 8a and above jobs.
- Also there has been a small percentage reduction in white BAME staff and a small increase in BAME staff in Bands 1-7 jobs.
- Self-disclosure amongst clinical leads improved by 24% and due to this it now shows an increase in the representation of White and BAME Office Holders.

*The changes in percentage need to be treated with caution as they may indicate a small, or no change in the numbers of staff. Also, it should be noted that not all Office Holders have disclosed their ethnicity.*



# Workforce Data: Barnet CCG

## WRES Indicator 1- continued

The following table shows the breakdown of staff information by agenda for change bands and ethnicity and breakdown of Office Holders by ethnicity for Barnet CCG as at 31 March 2020. A comparison of percentage changes from 2018/19 is also shown:

	Bands 1-7		Change in % representation	Bands 8a - VSM		Change in % representation	Office Holders		Change in % representation
	Number	%		Number	%		Number	%	
Self-disclosed – White	16	57%	+3% ↑	45	66%	-2% ↓	12	50%	-17% ↓
Self-disclosed - BAME	10	36%	0 ↔	19	28%	+1% ↑	2	8%	+8% ↑
Not disclosed	2	7%	-3%	4	6%	+1%	10	42%	+9%

Analysis based on self-disclosed ethnicity data only and comparison to 2018/2019

Ethnicity	Bands 1-7	Change in % representation	Bands 8a - VSM	Change in % representation
Self-disclosed - White	62%	+2% ↑	70%	-1% ↓
Self-disclosed - BAME	38%	-2% ↓	30%	+1% ↑

### The data in the tables shows:

- The percentage changes in staffing in Barnet CCG and includes Office Holders.
- There has been a small increase in the percentage of BAME staff and a small decrease of white staff in Bands 8a and above jobs.
- Also there has been an increase of in white staff in Bands 1-7 jobs.
- A large number of clinical leads did not disclose their ethnicity.

*The changes in percentage need to be treated with caution as they may indicate a small, or no change in the numbers of staff. Also, it should be noted that not all Office Holders have disclosed their ethnicity.*

# Workforce Data: Camden CCG

## WRES Indicator 1- continued

The following table shows the breakdown of staff information by agenda for change bands and ethnicity and breakdown of Office Holders by ethnicity for Camden CCG as at 31 March 2020. A comparison of percentage changes from 2018/19 is also shown.

	Bands 1-7		Change in % representation	Bands 8a - VSM		Change in % representation	Office Holders		Change in % representation
	Number	%		Number	%		Number	%	
Self-disclosed – White	16	39%	-6% ↓	34	53%	-8% ↓	14	50%	+21% ↑
Self-disclosed – BAME	24	59%	+7% ↑	27	42%	+5% ↑	7	25%	+13% ↑
Not disclosed	1	2%	-1%	3	5%	+3%	7	25%	-34%

Analysis based on self-disclosed ethnicity data only and comparison to 2018/2019:

Ethnicity	Bands 1-7	Change in % representation	Bands 8a - VSM	Change in % representation
Self-disclosed - White	40%	-6% ↓	55%	-8% ↓
Self-disclosed - BAME	60%	+6% ↑	45%	+8% ↑

### The data in the tables shows:

- The percentage changes in staffing in Camden CCG and Office Holders.
- There has been an increase in the percentage of BAME staff and a small decrease of white staff in Bands 8a and above jobs.
- Also there has been an decrease of in white staff in Bands 1-7 jobs (6%).
- Self-disclosure amongst clinical leads improved by 34% and due to this it now shows an increase in the representation of White and BAME Office Holders.

*The changes in percentage need to be treated with caution as they may indicate a small, or no change in the numbers of staff. Also, it should be noted that not all Office Holders have disclosed their ethnicity.*

# Workforce Data: Enfield CCG

## WRES Indicator 1- continued



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The following table shows the breakdown of staff information by agenda for change bands and ethnicity and breakdown of Office Holders by ethnicity for Enfield CCG as at 31 March 2020. A comparison of percentage changes from 2018/19 is also shown:

	Bands 1-7		Change in % representation	Bands 8a - VSM		Change in % representation	Office Holders		Change in % representation
	Number	%		Number	%		Number	%	
Self-disclosed – White	20	49%	+4% ↑	29	62%	+2% ↑	4	17%	+9% ↑
Self-disclosed - BAME	20	49%	+2% ↑	16	34%	-1% ↓	13	54%	+39% ↑
Not disclosed	1	2%	-6%	2	4%	-1%	7	29%	-48%

Analysis based on self-disclosed ethnicity data only and comparison to 2018/2019:

Ethnicity	Bands 1-7	Change in % representation	Bands 8a - VSM	Change in % representation
Self-disclosed White	50%	+1% ↑	64%	+1% ↑
Self-disclosed - BAME	50%	-1% ↓	36%	-1% ↓

### The data in the tables shows:

- The percentage changes in staffing in Enfield CCG and Office Holders.
- There has been an increase in the percentage of white staff and a small decrease of BAME staff in Bands 8a and above jobs.
- Also there has been an increase of in both white and staff in Bands 1-7 jobs shown due to increased self disclosure of ethnicity.
- Self-disclosure amongst clinical leads improved by 48% and due to this it now shows an increase in the representation of White and BAME Office Holders.

*The changes in percentage need to be treated with caution as they may indicate a small, or no change in the numbers of staff. Also, it should be noted that not all Office Holders have disclosed their ethnicity.*

# Workforce Data: Haringey CCG

## WRES Indicator 1- continued

The following table shows the breakdown of staff information by agenda for change bands and ethnicity and breakdown of Office Holders by ethnicity for Haringey CCG as at 31 March 2020. A comparison of percentage changes from 2018/19 is also shown:

	Bands 1-7		Change in % representation	Bands 8a - VSM		Change in % representation	Office Holders		Change in % representation
	Number	%		Number	%		Number	%	
Self-disclosed – White	4	15%	-2% ↓	26	68%	+6% ↑	11	55%	+30% ↑
Self-disclosed – BAME	20	74%	-1% ↓	11	29%	-7% ↓	4	20%	+20% ↑
Not disclosed	3	11%	+3%	1	3%	+1%	5	25%	-50%

Analysis based on self-disclosed ethnicity data only and comparison to 2018/2019:

Ethnicity	Bands 1-7	Change in % representation	Bands 8a - VSM	Change in % representation
Self-disclosed White	17%	-1% ↓	70%	+7% ↑
Self-disclosed BAME	83%	+1% ↑	30%	-7% ↓

### The data in the tables shows:

- The percentage changes in staffing in Haringey CCG and Office Holders.
- There has been an increase in the percentage of white staff and a small decrease of BAME staff in Bands 8a and above jobs.
- Also there has been a small percentage increase in the BAME staff in Bands 1-7 jobs.
- Self-disclosure amongst clinical leads improved by 50% and due to this it now shows an increase in the representation of White and BAME Office Holders.

*The changes in percentage need to be treated with caution as they may indicate a small, or no change in the numbers of staff. Also, it should be noted that not all Office Holders have disclosed their ethnicity.*

# Workforce Data: Islington CCG

## WRES Indicator 1- continued

The following table shows the breakdown of staff information by agenda for change bands and ethnicity and breakdown of Office Holders by ethnicity for Islington CCG as at 31 March 2020. A comparison of percentage changes from 2018/19 is also shown:

	Bands 1-7		Change in % representation	Bands 8a - VSM		Change in % representation	Office Holders		Change in % representation
	Number	%		Number	%		Number	%	
Self-disclosed – White	23	56%	-5% ↓	66	65%	-1% ↓	14	52%	+17% ↑
Self-disclosed - BAME	15	37%	+1% ↑	25	25%	-1% ↓	8	30%	+20% ↑
Not disclosed	3	7%	+4%	11	10%	+2%	5	19%	-37%

Analysis based on self-disclosed ethnicity data only and comparison to 2018/2019

Ethnicity	Bands 1-7	Change in % representation	Bands 8a - VSM	Change in % representation
Self-disclosed - White	61%	-2% ↓	73%	+1% ↑
Self-disclosed - BAME	39%	+2% ↑	27%	-1% ↓

### The data in the tables shows:

- The percentage changes in staffing in Islington CCG and Office Holders.
- Based on self disclosed data, there has been a small increase in the percentage of white staff and a small decrease of BAME staff in Bands 8a and above jobs.
- Also there has been a small percentage increase in the BAME staff in Bands 1-7 jobs.
- Self-disclosure amongst clinical leads improved by 37% and due to this it now shows an increase in the representation of White and BAME Office Holders.

*The changes in percentage need to be treated with caution as they may indicate a small, or no change in the numbers of staff. Also, it should be noted that not all Office Holders have disclosed their ethnicity.*

# Recruitment: all NCL CCGs



**WRES Indicator 2:** Compare the data for White and BAME staff: Relative likelihood of staff being appointed from shortlisting across all posts.

The following tables shows the likelihood of White staff being appointed from shortlist in comparison to BAME staff:

Barnet CCG		Camden CCG		Enfield CCG		Haringey CCG		Islington CCG		NCL average	
2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
2.12 times higher	1.83 Times	1.8 Times	0.74 Time	1.58 Time	1.6 Time	1.44 Times	0.75 Times	5 Times	2.49 Times	2.39 Times	1.48 Times

**The data shows:**

- The likelihood of White staff being appointed from shortlisting stages in comparison to BAME staff reduced markedly across NCL except Enfield where the figures remained almost the same.
- In Camden and Haringey BAME staff were more likely to be appointed from the shortlisting stage than the other CCGs.
- In 2019/20 there was an increase of 38% in BAME staff appointments from shortlists compared with 2018/19.
- The overall success in appointing more BAME staff from the shortlisting stage is the result of more rigorous and fair recruitment and selection processes and staff training on fair recruitment and selection.

## Staff Entering Formal Disciplinary Processes: all NCL CCGs

**WRES Indicator 3:** The Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation

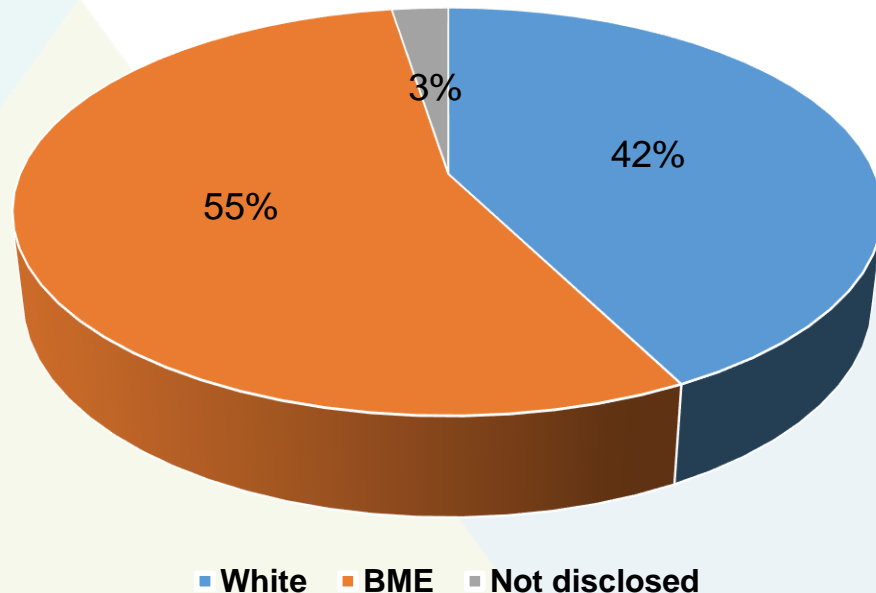
- The CCGs monitor all disciplinary cases based on protected characteristics
- Where the number of staff entering a formal disciplinary process is less than 5, the CCGs will not disclose or publish the information for reporting purposes to maintain confidentiality and anonymity of individuals subject to such processes
- The total number of staff that entered a formal disciplinary process across all the NCL CCGs for the period 01 April 2018 to 31 March 2020 is less than 5 and therefore this information has not been presented in this report.
- Although the numbers are low, the relative likelihood of BAME staff entering the formal stages of disciplinary process are still twice that of a white staff.

# Non-mandatory training and CPD: all NCL CCGs

**WRES Indicator 4:** Compare the data for White and BAME staff: Relative likelihood of staff accessing non-mandatory training and CPD

- The following chart shows a breakdown of staff that accessed non-mandatory training, broken down by ethnicity
- It should be noted that the total number of staff that accessed non-mandatory training across all the CCGs during 2019-2020 is relatively low and therefore the information is shown as an aggregated number for all NCL CCGs

**Non mandatory training and CPD in 2019/20**



**The data shows:**

- The non-mandatory training and CPD data submitted by individual CCGs, shows more BAME staff attended the training than White staff
- BAME staff are 1.29 times more likely to attend non-mandatory and CPD training compared with White staff.



# Staff Survey Indicators: all NCL CCGs

## WRES Indicators 5-8

Percentage of the CCGs staff that said 'YES' to the WRES questions in the 2019 staff survey and a comparison with the 2018 results

Staff Survey indicator (WRES)	Ethnic Group	Barnet CCG		Camden CCG		Enfield CCG		Haringey CCG		Islington CCG		NCL CCGs	
		2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Indicator 5- KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	10%	24%	8%	8%	30%	14%	3%	-	3%	6%	11%	10%
	BAME	5%	11%	6%	9%	10%	25%	18%	7%	0	9%	8%	11%
Indicator 6- KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	30%	12%	19%	12%	30%	34%	18%	7%	25%	12%	24%	14%
	BAME	40%	3%	24%	18%	45%	38%	35%	14%	34%	22%	36%	18%
Indicator 7- KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion	White	90%	95%	82%	85%	80%	86%	77%	89%	78%	88%	81%	89%
	BAME	42%	73%	48%	53%	50%	50%	Not available*	44%	Not available*	100%	not available*	63%
Indicator 8- Q17- In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other Colleagues?	White	10%	6%	6%	12%	2%	14%	7%	7%	6%	7%	6%	8%
	BAME	15%	5%	21%	14%	40%	25%	13%	14%	11%	14%	20%	13%

The 2019 staff survey results show an improvement in the WRES questions across all five CCGs. However there are still gaps between BAME and white staff.

NCL CCG plans to use the 2019 results as the baseline for the next years staff survey – and will develop and action plan to address- (a) discrimination, bullying and harassment from colleagues and managers; and (b) bullying and harassment from patients and relatives and staff

# Board Membership Representation: all NCL CCGs

**WRES Indicator 9:** Percentage difference between the organisations' Board membership and its overall workforce

The following table shows the **Governing Body Members ethnicity data (based on self-disclosed data) as at 31<sup>st</sup> March 2020** compared with the local NCL population and NCL CCGs workforce:

	2018-19		2019-20		% Change in GB from 2018/2019	NCL Population Demography	Comparison with NCL population to show representation	Comparison with CCGs employees to show representation
	GB Members	CCGs staff	GB Members	NCL CCGs staff				
<b>White</b>	71%	60%	<b>40%</b>	<b>60%</b>	-31% ↓	63%	23% [under]	20% [under]
<b>BAME</b>	29%	40%	<b>60%</b>	<b>40%</b>	+31% ↑	37%	23% [over]	20% [over]

**The data shows:**

- The above information is based on NCL CCG's voting members and staff that are employed by NCL CCGs excluding Office Holders.
- Based on self-disclosed data, the percentage of BAME Governing Body Members increased significantly by 31% in 2019/20.
- Disclosure of ethnicity by GB members has increased significantly in 2019-20- but still 11% GB members did not disclosed their ethnicity which skews the actual figures when comparisons are made with the employees or local demography.
- There is an under-representation of White members on the Governing Body compared with the local NCL population and the CCGs workforce from White backgrounds.