

<b>Subject:</b>	<b>WRES and EDS2</b>
<b>Produced by:</b>	<b>Julie Sherwood, Governance Manager Victoria Fear, Communications Manager</b>
<b>Presented by:</b>	<b>Heather Farley, Head of Corporate Affairs</b>
<b>Submitted to:</b>	<b>NHS West Norfolk Governing Body – 24<sup>th</sup> May 2018</b>
<b>Purpose of Paper:</b>	<b>For noting</b>

### **Executive summary**

This report provides an update on the Workforce Race Equality Standard (WRES) and Equality Delivery System 2. Meeting both standards will illustrate the inclusive culture which exists within West Norfolk CCG and its staff.

### **Workforce Race Equality Standard**

The aim of the NHS Workforce Race Equality Standard is to help NHS organisations ensure that employees from Black and Minority Ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

The WRES was first made available to the NHS in April 2015, and is included in the NHS Standard Contract. This means NHS hospital and community Trusts must use the WRES, and report their findings to NHS England each year. NHS England then publishes a national report based on WRES information from across the country.

CCGs have two roles in relation to the WRES both as commissioners of NHS services and as employers. The CCG Improvement and Assessment Framework requires CCGs to give assurance to NHS England that their providers are implementing and using the WRES. CCGs are not required by the NHS standard contract to fully apply the WRES internally as some CCG workforces may be too small for the WRES indicators to either work properly/ comply with the Data Protection Act due, therefore an accurate benchmarking is not possible. However, WNCCG has completed the national template as far as is currently possible – see *appendix 1*

CCGs should commit to the principles of the WRES and apply as much of it as possible to their own workforce. In this way, CCGs can, identify concerns within their workforces, demonstrate good leadership and set an example to their providers. The action plan in *appendix 2* has been reviewed and will be updated with AGEM CSU HR colleagues

The WRES applies to all types of providers of non-primary healthcare services operating under the full length version of the NHS Standard Contract, and so is applicable to NHS providers, independent sector providers and voluntary sector providers. Providers must implement the National WRES and submit an annual report to the co-ordinating commissioner on its progress in implementing that standard. WNCCG are liaising with Providers to collate their respective WRES data.

### **Equality Delivery System 2**

The Equality Delivery System has been designed to help NHS organisations work with partners and stakeholders to review and improve services in order to meet the needs of all patient groups, particularly those with legally protected characteristics. When completed the framework sets out commitment to those with protected characteristics and would be used to review equality performance and identify future priorities and actions.

The four goals which make EDS2, and which the CCG is working towards achieving, are:

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|--|
| 1. Better health outcomes for all            |
| 2. Improved patient access and experience    |
| 3. A representative and supportive workforce |
| 4. Inclusive leadership at all levels        |

An extensive piece of work has started to assess WNCCG's performance against two of the four goals:

2. Improved Patient Access and experience:

- |   |
|---|
| People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds |
| People are informed and supported to be as involved as they wish to be in decisions about their care  |
| People report positive experiences of the NHS   |
| People's complaints about services are handled respectfully and efficiently   |

3. A representative and supported workforce:

- |  |
|--|
| Fair NHS recruitment and selection processes lead to a more representative workforce at all levels   |
| The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations |
| Training and development opportunities are taken up and positively evaluated by all staff  |
| When at work, staff are free from abuse, harassment, bullying and violence from any source   |
| Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives               |
| Staff report positive experiences of their membership of the workforce   |

Concentrating on these two goals will ensure that West Norfolk CCG will be able to do a thorough review to get a full picture of the feelings of staff and patients.

The CCG has also commissioned an external provider to conduct a "deep-dive" investigation to gain a fuller picture of the patient experience of West Norfolk CCG. Work has also been undertaken on the "representative and supported workforce" element. The CCG is rated as "Achieving" in the goals of: Commitment to Equal Pay; Staff are Free from Abuse, Harassment, Bullying and Violence at Work; Flexible working; and Positive Workforce experience. The CCG is classed as "Developing" in its Recruitment and Selection processes and Training and Development; this is due to the review of a number of the CCG's policies. Please see the attached summary report *appendix 3* (goal 3.1-3.6)

**KEY RISKS (in relation to CCG strategic objectives and statutory duties)**

**Clinical & Quality:** N/A

**Finance and Performance:** Patient, public and stakeholder input will ensure that services are tailored for the local community and may impact on commissioning budgets.

**Reputation:** The reputation of the CCG could be at risk if there is limited assurance in relation to the Equality & Diversity agenda.

**Legal:** The constitution commits the CCG to involving members and the local community in planning processes. Lack of such involvement could result in legal challenge.

**Patient focus:** Failure to acknowledge the patient

**Information Governance:** N/A

**Conflicts of Interest:** N/A

**Equality Impact Assessment:** N/A

**Reference to relevant risk on the Governing Body Assurance Framework:** None

**RECOMMENDATION:** The Governing Body is asked to note the contents of the report.

Appendix 1

WRES template

# Workforce Race Equality Standard



## REPORTING TEMPLATE (Revised 2016)

Template for completion

Name of organisation

West Norfolk CCG

Date of report: month/year

April

2018

Name and title of Board lead for the Workforce Race Equality Standard

Heather Farley, Head of Corporate Affairs

Name and contact details of lead manager compiling this report

Julie Sherwood, Governance Manager - julie.sherwood2@nhs.net

Names of commissioners this report has been sent to (complete as applicable)

NHS England

Name and contact details of co-ordinating commissioner this report has been sent to (complete as applicable)

england.wres@nhs.net

Unique URL link on which this Report and associated Action Plan will be found

<https://tinyurl.com/y8pp4slk>

This report has been signed off by on behalf of the Board on (insert name and date)

Dr Paul Williams 24th May 2018

Publications Gateway Reference Number: 05067

# Report on the WRES indicators

## 1. Background narrative

### a. Any issues of completeness of data

Data for indicator 1. has been downloaded from the electronic staff record which holds personal and payroll data for all those paid via payroll. Data for indicators 5. to 8. is not available as the CCG undertook a localised version of the national NHS Staff Survey, and therefore the output is not comparable to CCG's who did participate in the national NHS Staff Survey.

### b. Any matters relating to reliability of comparisons with previous years

The report which was submitted to the Governing Body in 2017 was the first one, and only included the directly employed CCG staff i.e. not the Governing Body. Therefore the comparative figures between 2017 and 2018 will differ significantly as Governing Body (and additional staff) are now included in the figures.

## 2. Total numbers of staff

### a. Employed within this organisation at the date of the report

55 (as at 30th April 2018)

### b. Proportion of BME staff employed within this organisation at the date of the report

10.9% (6) (as at 30th April 2018)

## Report on the WRES indicators, continued

### 3. Self reporting

#### a. The proportion of total staff who have self-reported their ethnicity

100% (55) have recorded ethnicity. This figure includes Governing Body members who are paid via ESR.

#### b. Have any steps been taken in the last reporting period to improve the level of self-reporting by ethnicity

ESR data validation exercises previously undertaken by NEL CSU on regular basis are now being completed by Arden & GEM CSU. Self-reporting is part of the new joiner process and in addition annual equality reports are produced.

#### c. Are any steps planned during the current reporting period to improve the level of self reporting by ethnicity

Constant monitoring will be maintained to ensure that this rate is sustained.

### 4. Workforce data

#### a. What period does the organisation's workforce data refer to?

April 2018

## Report on the WRES indicators, continued

### 5. Workforce Race Equality Indicators

Please note that only high level summary points should be provided in the text boxes below – the detail should be contained in accompanying WRES Action Plans.

	Indicator	Data for reporting year	Data for previous year	Narrative – the implications of the data and any additional background explanatory narrative	Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective
	<b>For each of these four workforce Indicators, compare the data for White and BME staff</b>				
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. Organisations should undertake this calculation separately for non-clinical and for clinical staff.	9% of BME staff are in Bands 8-9 and VSM posts (30th April 2018)	5.88% of BME staff were in Bands 8-9 and VSM posts (30th April 2017)	ESR data validation exercises previously undertaken by NEL CSU on regular basis are now being completed by Arden & GEM CSU.	WNCCG will review this data in conjunction with updated EDS2 evidence.
2	Relative likelihood of staff being appointed from shortlisting across all posts.	25.5% of shortlisted applicants are BME	24%	All shortlisting is undertaken without sight of the ethnicity of applicants so shortlisted candidates and subsequent successful candidates are appointed based on their skill set aligned to the advertisement and job description.	All recruiting managers must undertake mandatory Equality and Diversity training
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This indicator will be based on data from a two year rolling average of the current year and the previous year.	0%	0%	The Disciplinary policy is followed for individual members of staff, regardless of their ethnicity.	
4	Relative likelihood of staff accessing non-mandatory training and CPD.	100% of staff are able to access non-mandatory training and CPD	100% of staff are able to access non-mandatory training and CPD	All staff are able to access non-mandatory training and CPD as per the CCG Learning & Development policy, regardless of their ethnicity.	

## Report on the WRES indicators, continued

	Indicator	Data for reporting year	Data for previous year	Narrative – the implications of the data and any additional background explanatory narrative	Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective
	<b>National NHS Staff Survey Indicators (or equivalent)</b> For each of the four staff survey indicators, <u>compare the outcomes of the responses for White and BME staff.</u>				
5	KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.	White <input type="text"/> BME <input type="text"/>	White <input type="text"/> BME <input type="text"/>	A further breakdown of results by BME will be included in the 2018 staff survey	A further breakdown of results by BME will be included in the 2018 staff survey
6	KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	White <input type="text"/> BME <input type="text"/>	White <input type="text"/> BME <input type="text"/>	There were no incidents of staff experiencing bullying, harassment or abuse from other staff, in the most recent staff survey.	A further breakdown of BME results will be included in the 2018 staff survey
7	KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion.	White <input type="text"/> BME <input type="text"/>	White <input type="text"/> BME <input type="text"/>	A further breakdown of results by BME will be included in the 2018 staff survey	A further breakdown of BME results will be included in the 2018 staff survey
8	Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	White <input type="text"/> BME <input type="text"/>	White <input type="text"/> BME <input type="text"/>	A further breakdown of results by BME will be included in the 2018 staff survey	A further breakdown of BME results will be included in the 2018 staff survey
	<b>Board representation Indicator</b> For this indicator, <u>compare the difference for White and BME staff.</u>				
9	Percentage difference between the organisations' Board voting membership and its overall workforce.	Voting - 66.66% White, 33.33% BME. Overall workforce - 89.1% White <input type="checkbox"/>	This level of BME data was not collected in 2017		

**Note 1.** All provider organisations to whom the NHS Standard Contract applies are required to conduct the NHS Staff Survey. Those organisations that do not undertake the NHS Staff Survey are recommended to do so, or to undertake an equivalent.

**Note 2.** Please refer to the WRES Technical Guidance for clarification on the precise means for implementing each indicator.

## Report on the WRES indicators, continued

### 6. Are there any other factors or data which should be taken into consideration in assessing progress?

The CCG is not required by the NHS standard contract to fully apply the WRES as the workforce is too small for the WRES indicators to either work properly or to comply with the Data Protection Act. As a result the exact data for these indicators is based on small numbers.

### 7. Organisations should produce a detailed WRES Action Plan, agreed by its Board. Such a Plan would normally elaborate on the actions summarised in section 5, setting out the next steps with milestones for expected progress against the WRES indicators. It may also identify the links with other work streams agreed at Board level, such as EDS2. You are asked to attach the WRES Action Plan or provide a link to it.

This will be attached once the Governing Board has reviewed the action plan.

Click to lock all form fields  
and prevent future editing



## Appendix 2

### WRES Action Plan

Nos.	Action	Who	When	Progress	Status
1	Undertake a data collection of staff and Governing Body protected characteristics to ensure that all who wish to declare this information have an opportunity to do so.  Where individuals do not wish to disclose personal information the CCG will aim to understand the reasons for this.	AGEM CSU/ Governance Team	Before July 2018	To be reviewed at least monthly by the Governance Manager in conjunction with AGEM CSU Workforce team to ensure responses are being received and updated.	On track
2	Implement recruitment training for all recruiting managers.	AGEM CSU/ Governance Team	Before end September 2018	The Governance team have requested via AGEM CSU that all recruiting managers are trained before the end of September; this will form part of line manager training.	On track
3	Add the following to the next staff survey - <i>Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.</i>	Governance Team	Before end September 2018	The Governance will liaise with the interim OD Consultant to seek advice relating to a localised version of the national NHS Staff Survey.	On track
4	Follow up comments from staff survey regarding - <i>Percentage believing that trust provides equal opportunities for career progression or promotion to gain an understanding of the concerns</i>	AGEM CSU/ Governance Team	Before end November 2018	The Governance will liaise with the interim OD Consultant to seek advice relating to a localised version of the national NHS Staff Survey.	On track
5	Follow up comments from staff survey regarding - <i>In the last 12 months have you personally experienced discrimination at work from your Manager to gain an understanding of the concerns</i>	AGEM CSU/ Governance Team	Before end November 2018	The Governance will liaise with the interim OD Consultant to seek advice relating to a localised version of the national NHS Staff Survey.	On track

Appendix 3  
EDS2 Summary

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective										
A representative and supported workforce	3.1	<p><b>Fair NHS recruitment and selection processes lead to a more representative workforce at all levels</b></p> <p>↓ Grade</p> <p> <input type="radio"/> Undeveloped  <input checked="" type="radio"/> <b>Developing</b>  <input type="radio"/> Achieving  <input type="radio"/> Excelling         </p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <p>West Norfolk CCG is currently reviewing its Recruitment and Selection policy to ensure that it meets all of the necessary requirements when employing new members of staff.</p>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>
	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity											
	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race											
<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief												
<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex												
	<input checked="" type="checkbox"/> Sexual orientation												
3.2	<p><b>The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations</b></p> <p>↓ Grade</p> <p> <input type="radio"/> Undeveloped  <input type="radio"/> Developing  <input checked="" type="radio"/> <b>Achieving</b>  <input type="radio"/> Excelling         </p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <p>West Norfolk CCG feels it is meeting the goal of equal pay and equal pay audits to help fulfill its legal obligations. The CCG is already following the national pay system, Agenda for Change, which covers all NHS staff with the exception of doctors, dentists and most senior managers. In addition to this, West Norfolk CCG is also implementing the national standards for VSM terms and conditions.</p>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>	
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3.3	<p><b>Training and development opportunities are taken up and positively evaluated by all staff</b></p> <p>↓ Grade</p> <p> <input type="radio"/> Undeveloped  <input checked="" type="radio"/> <b>Developing</b>  <input type="radio"/> Achieving  <input type="radio"/> Excelling         </p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <p>The CCG is currently reviewing its Learning and Development policy to actively ensure that all members of the staff have equal access to further training to support career prospects.</p>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>	
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Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective										
A representative and supported workforce	3.4	<p><b>When at work, staff are free from abuse, harassment, bullying and violence from any source</b></p> <p>↓ Grade</p> <p> <input type="radio"/> Undeveloped  <input type="radio"/> Developing  <input checked="" type="radio"/> <b>Achieving</b>  <input type="radio"/> Excelling         </p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <p>West Norfolk CCG has policies in place which ensure that staff are free from abuse, harassment, bullying and violence at work. The Whistleblowing and Freedom to Stand Up policy aims to reassure staff members that it is safe and acceptable to speak up and to raise concerns on a range of issues, including professional misconduct, a possible danger and financial malpractice. As a matter of course, the policy, approved in 2017, is being reviewed.</p>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>
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3.5	<p><b>Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</b></p> <p>↓ Grade</p> <p> <input type="radio"/> Undeveloped  <input type="radio"/> Developing  <input checked="" type="radio"/> <b>Achieving</b>  <input type="radio"/> Excelling         </p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <p>The CCG is committed to providing flexible working arrangements in order to maintain a committed and skilled workforce while still providing high quality services. A Flexible Working policy outlines the CCG's commitment to helping staff meet its work and home life commitments. The employee must make the request in writing and each request is reviewed by the senior management to ensure it fits with business needs.</p>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>	
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3.6	<p><b>Staff report positive experiences of their membership of the workforce</b></p> <p>↓ Grade</p> <p> <input type="radio"/> Undeveloped  <input type="radio"/> Developing  <input checked="" type="radio"/> <b>Achieving</b>  <input type="radio"/> Excelling         </p> <p>↓ Which protected characteristics fare well</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Pregnancy and maternity</td> </tr> <tr> <td><input checked="" type="checkbox"/> Disability</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Religion or belief</td> </tr> <tr> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td><input checked="" type="checkbox"/> Sex</td> </tr> <tr> <td></td> <td><input checked="" type="checkbox"/> Sexual orientation</td> </tr> </table> <p>↓ Evidence drawn upon for rating</p> <p>Staff report a positive experience of working for West Norfolk CCG via the Annual Staff Survey and the Leavers Survey.</p>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Pregnancy and maternity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Marriage and civil partnership	<input checked="" type="checkbox"/> Sex		<input checked="" type="checkbox"/> Sexual orientation	<input type="checkbox"/>	
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