

# WRES Submission Summary Report

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## 1. Purpose

- 1.1. The purpose of the report is to inform the board of the results from the recent Workforce Race Equality Standards (WRES) annual collection.

## 2. Background

- 2.1. This collection of data was first published in 2016 and is to ensure that employees from Black and Minority Ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

## 3. Workforce Data

- 3.1. The data period for the information within the submission was 1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021
- 3.2. The total number of staff employed by NDHT at 31<sup>st</sup> March 2021 stands at 3553, of which 260 were classed as BME and 45 with Ethnicity Unknown/Null. This shows that 98.7% of staff have stated their ethnicity which is recorded in ESR.
- 3.3. BME staff represents 7.32% of the total staff population. The BME population within the Trust has increased by 1.15% from the previous reporting period.

## 4. Recruitment

- 4.1. The data has shown that of the 358 people who were shortlisted, who classified themselves as BME, 52 were appointed. This means that 14.5% were taken into employment. 26.5% of people who identify as White were appointed into roles. This shows that BME staff are still less likely to be appointed directly. However, these figures are slightly closer than the previous year, therefore indicating a potential improvement in this area, but still an area requiring investigation and improvement.
- 4.2. It is worth noting that of BME applicants only 36.4% of people who were shortlisted attended interview (indicating a very high DNA rate). Of those that were interviewed, 35.5% were appointed.

## 5. Disciplinary process

- 5.1. The data shows a drop in BME staff being involved in a disciplinary process with the percentage standing at 6.9% of the total, in comparison to 11.4% in the previous report. White staff account for 93.1% of the total involved in a disciplinary process. However it must be taken into account that due to the small population of BME staff in the Trust (6.17%) even a small number of staff entering this process will significantly affect the scope of this indicator. The 6.9% in this case amounts to 2 members of staff.

## 6. Accessing non-mandatory training and CPD

- 6.1. The return shows that BME staff have a higher percentage (88.15%) than White Staff (81.13%) when looking at who in the last 12 months have accessed non-mandatory training and CPD. This could be accounted for due to the medical and dental staff groups having different study leave arrangements to their non-medical colleagues. The medical and dental staff group are also the most diverse group of staff within the Trust.

## 7. Workforce Race Equality Indicators (from staff survey)

- 7.1. Bullying, harassment or abuse:

	White Staff 2019	BME staff 2019	White staff 2020	BME staff 2020
% of staff who experience harassment, bullying or abuse from patients, relatives or members of the public	23.2%	32.8%	22.2% ↓	36.9% ↑
% of staff who experience harassment, bullying or abuse from other colleagues	20.3%	34.8%	21.1% ↑	33.0% ↓

This data indicates that there has been a significant negative increase in the number of BME staff who have experienced bullying, harassment or abuse in the workplace from either patients, relatives or members of the public, compared to a slight decline for white staff. The picture reverses however when we look at the number of staff experiencing bullying, harassment or abuse from other colleagues, where BME staff show a slight positive decline, whereas white staff show a slight negative increase.

- 7.2. Equal opportunities with regard to career progression or promotion:

	White Staff 2019	BME staff 2019	White Staff 2020	BME staff 2020
% of staff who believe their organisation provides equal opportunity for career progression	90.3%	82.4%	88.7% ↓	79.3% ↓

This data shows a negative decline in the number of both BME staff and white staff who feel that they receive equal opportunities with regards to career progression, however the most significant decline is within the BME staff group, showing a 3.1% decline against a 1.6% decline for white staff.

- 7.3. Experience of discrimination at work from manager or other colleague:

	White Staff 2019	BME staff 2019	White Staff 2020	BME staff 2020
% of staff who believe they have experienced discrimination at work from the manager or other colleague	4.6%	20%	4.7% ↑	17.8% ↓

This data shows that a significantly higher proportion of BME staff feel that they have personally experienced discrimination at work from their manager or another member of staff. The percentage of BME staff reporting discrimination from their manager or other colleagues has however reduced by 2.2% since 2019, and the statistical gap between BME staff and white staff reporting discrimination from managers or other colleagues has reduced from 15.4% to 13.1%, however clearly there remains a significant disparity between BME staff and white staff experiences of discrimination.

## 8. Board Voting Membership

- 8.1. The return shows that the Board voting membership is 100% White.

## 9. Recommendations / Actions

- 9.1. Due to Covid, several of the actions from last year's report are still outstanding. During 2021 NDHT were invited to participate in a joint Inclusion Steering Group, and the first meeting was held in June 2021. At this meeting an inclusion 'plan on a page' was approved, and this forms the basis for the WRES action plan.
- 9.2. In addition to this, a recruitment action plan was also written in conjunction with the RD&E and this will also form the basis of the WRES action plan. Both reports are attached as appendices to this report.
- 9.3. It is proposed that the WRES report and associated inclusion action plans (NDHT 'plan on a page' and recruitment action plan) are approved by Board to allow for publishing on the public website by the deadline of the 30th September 2021.
- 9.4. Our Joint Inclusion Lead has now started in post (August 2021), so it is proposed that they review this report alongside the current action plan and inclusion plan on a page with a view to ensuring any additional actions required are added and monitored moving forward.

## ACTION PLAN FOR IMPROVING RACE DISPARITY RATIO (RDR)

<b>Trust Name:</b>	Royal Devon and Exeter Foundation Trust and Northern Devon Healthcare Trust	<b>Trust HRD:</b>	Hannah Foster	<b>Trust EDI lead:</b>	Sharifa Hashem
<b>ICS Name:</b>	Devon ICS	<b>ICS HR Lead:</b>	Paul Renshaw	<b>ICS EDI lead:</b>	TBC

### Key Action 1

Ensure Executive Directors and Very Senior Managers (ED & VSMs) own the agenda, as part of culture changes in organisations, with improvements in Black-Asian and Minority Ethnic (BME) representation (and other under-represented groups) as part of objectives and appraisal by:

- Setting specific KPIs and targets linked to recruitment.
- KPIs and targets must be time limited, specific and linked to incentives for which ED & VSMs are accountable.

#	Steps to achieve action	Due by	Risks	Mitigations
1.1	Undertake a full review of RDE and NDHT individual workforce profile information to baseline and develop understanding of current position, identifying areas with lack of progression, retention and/or representation and then use this to influence our Strategy for the next 12 months.	September 2021	A new Joint Trust Inclusion Lead post currently vacant (although recently appointed to) but resources in the team are limited to run an inclusion agenda across two trusts.	Shared learning and shared implementation of the objectives between RDE and NDHT.  Introduction of Joint Inclusion Lead (new post) to start later this year to help drive the agenda.
1.2	Review and further introduce governance arrangements to support the reporting and communication of EDI data gathered through recruitment processes as part of this plan, to be escalated to all necessary channels.	September 2021	NDHT does not have staff network groups.  Capacity to undertake the review will be challenged by internal recruitment projects as well as the Trust integration programme.	NED and Chair recruitment process to set out specific targets in relation to diversity of applications and at selection.  NED and Chair recruitment to target diversity networks in advertising and accessible through multi-media recruitment campaign.
1.3	Executive Directors to be executive sponsors for staff network groups.	June 2021		
1.4	For non-executive director (NEDS) roles, undertake a review of what skills, knowledge and experience already around the board table and work out what the gaps were for the kind of board needed for the next few years.	April 2021 – June 2021	Provision of data to be provided by workforce information team.	Reciprocal mentoring to be launched for Executives and VSM, to start with the BAME Minority Ethnic network then progressed to other network groups.
1.5	Within the job description and specification for NEDs and Chair, ensure the trust emphasises inclusivity and in terms of working as a part of a complex team, and explicit around the trust's commitments on equality and diversity, updating statements to express these commitments.	April 2021 – July 2021	No current BAMEBME on Executive Team	
1.6	Targeting recruitment in diversity networks.	April 2021 – July 2021		
1.7	When engaging with 3 <sup>rd</sup> parties to support an Exec or NED search, any search partner selected will be assessed on their ability to develop a diverse field for a role and this will be written into the terms of engagement.	April 2021 – July 2021		

## **Key Action 2**

Introduce a system of constructive and critical challenge to ensure fairness during interviews.

This system includes requirements for diverse interview panels, and the presence of an equality representative who has authority to stop the selection process before offer is made, if it is deemed unfair and complements the need for accountability.

#	Steps to achieve action	Due by	Risks	Mitigations
2.1	Introduction of Inclusivity Champions embedded in the organisation – individuals with enhanced training to support them in their role to prioritise the EDI objectives, including in the recruitment processes.	September 2021	Not enough Inclusivity Champions to support the volume of recruitment activity.	Continuously 'recruit' into this role, making clear the role and responsibilities, as well as to communicate to the wider workforce the good work undertaken by individuals in this role to help raise awareness and promote the opportunity.  No limit on the number of inclusivity champions identified as part of the recruitment process.
2.2	For all roles at 8c and above to have inclusivity built into the process with additional assessments to interview panels which allow for more stakeholders to be involved and influence the recruiting decision and panel members to bring diversity of thought and experience to the panel.	September 2021	Managers are not aware.  More preparation required for those recruiting managers expecting to undertake just interviews.	Ensure manager is informed at point of advertising to provide time for organising.  For roles that are processed through our Executive and Specialist recruitment team, the Lead at this time will advise managers at early stages of the process and support as appropriate.
2.3	For all roles 8c and above, EDI data to be reviewed and shared with the recruiting manager and Head of Strategic Resourcing for review, reporting and escalation as appropriate.	November 2021 - Random audits may be implemented earlier.	Delays in implementation of new ATS to allow this reporting as there is limited functionality with NHS Jobs.  Volume of recruitment activity in this area may mean it is not possible for all roles to be reviewed before automation of reporting later this year.  Key areas may be unintentionally overlooked if not picked for audit review.	Random audits of activity can be captured and reviewed and shared with the recruiting manager, divisional director and HRBP.  Target areas of concern.  If the selection of candidates is not sufficiently diverse (found during audit), then active consideration given as to whether or not the campaign needs a refocus/relaunch in order to attract a better range of candidates.  Information gathered to be shared with the Joint Inclusion Steering Group for discussion and review and update action plans accordingly.
2.4	Identify an underrepresented group in RDE and NDHT (based on ESR EDI data) and work with Inclusion Leads, W/HRBPs and Staff Networks to investigate recruitment and retention practices and to develop an action plan.	September 2021	More than one group identified.	Identify two groups (one at RDE and one at NDHT) with active recruitment campaigns.

			No recruitment activity required in the group identified before the due date.	Development of retention strategies to support, where recruitment may not be active.  Once a system has been adopted, share with other underrepresented groups.
2.5	Introduce an Executive and Specialist recruitment team for roles that have been identified as such. This team is able to provide EDI data at application, longlisting, shortlisting and offer stages to the recruitment manager and reported on subsequently (as above).	July 2021	Capacity if volumes increase.	The Executive and Specialist Recruitment Lead is of sufficient seniority and experience to challenge recruitment managers and leads on decisions, and able to escalate any concerns to Head of Strategic Resourcing, or directly with Chief People Officer, if required and in a timely manner so that decisions can be challenged before they are confirmed.
2.6	Review training materials for recruitment and selection training and develop updated content to reflect EDI, to include cultural intelligence (CQ) and cultural differences.  Training – Recruitment and Selection Training as part of the Management and Leadership Essentials programme – all new managers and leaders are required to complete. And existing staff invited also.	August 2021	Managers do not have capacity to undertake the training.	Senior Management support in communicating the importance of undertaking the training.
2.7	Advertising - All substantive posts to be advertised externally to help encourage a diverse candidate pool from inside and outside the organisation. This will help ensure the best candidate is appointed to the post rather than limit to an internal candidate pool only	July 2021	May delay intended recruitment timelines for managers expecting internal only processes.	The core recruitment team and Medical HR teams will act as the gatekeepers for this and escalate instances to the team manager.

### Key Action 3

Organise talent panels to:

- a) Create a 'database' of individuals by system who are eligible for promotion and development opportunities such as Stretch and Acting Up assignments must be advertised to all staff
- b) Agree positive action approaches to filling roles for under-represented groups
- c) Set transparent minimum criteria for candidate selection into talent pools

#	Steps to achieve action	Due by	Risks	Mitigations
3.1	Invest and implement a new Applicant Tracking System to also become a Candidate Management System which will allow us to create talent pools both internally and externally to the organisation.	November 2021	Procurement of the system may not go ahead.  Delays in implementing this tool due to capacity and priority of implementing the ATS module first.	Work with supplier to add into implementation timeline.
3.2	Actively supporting overseas nurses in gaining NMC registration.	Ongoing	No vacancy to continue support.  Budget constraints.	Effective workforce planning to forecast vacancy and plan accordingly.
3.3	Work with the Torbay International Nurse Recruitment Hub to actively attract overseas nurses to career opportunities in Devon and map skills to the right roles in the right locations.	Ongoing	No vacancy to continue support.  Budget constraints.	Effective workforce planning to forecast vacancy and plan accordingly.
3.4	Work with Yeovil to actively attract overseas AHPs to career opportunities in Devon and map skills to the right roles in the right locations.	Ongoing	No vacancy to continue support.  Budget constraints.	Effective workforce planning to forecast vacancy and plan accordingly.
3.5	Continue to develop in house recruitment search model for a global audience for hard to fill roles (see 2.5).	Feb 21 – Feb 22	No budget to continue this approach beyond the 1 year pilot.	Make this a substantive model and share with partners in ICS and beyond.
3.6	Continue to support online interviews and selection processes where appropriate to allow for international candidates to apply for roles which can be appropriately supported by the Trust.	Ongoing	For some roles, it is important for candidates to attend interviews or part of the selection process in person and therefore a full online process may not always be appropriate.	
3.7	Introduce a development programme to B7 and above to help identify talent in the organisation but that talent may not be confident in applying for roles or progressing their application. To develop skills to be successful as a B8 and above in selection.  Coaching and mentoring individuals in the first instance, working with the <b>BAME</b> Minority Ethnic network to help promote confidence in personal development and leadership progression.	In development currently	Limited numbers/capacity available.	Use staff networks to help target candidates for pilot groups for maximum impact.  Target one underrepresented group for pilot ( <b>BAME</b> <del>BME</del> ) before reaching out to other groups.
3.8	Reciprocal mentoring programme – initially working with the <b>BAME</b> Minority Ethnic network and senior leaders. Discussion of culture, background and working life.	In development currently	Limited capacity	Start with <b>BAME</b> Minority Ethnic network, then reach out to other groups.

Other underrepresented  
groups need to be represented

#### **Key Action 4**

Enhance EDI support available to:

- a) Train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies
- b) Ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.

#	Steps to achieve action	Due by	Risks	Mitigations
4.1	Review and update the Recruitment and Selection process to reflect targeted practices identified. Create toolkits to support managers.	December 2021	Integration work may delay the implementation of any changes to processes.	
4.2	Work with staff networks and inclusion champions to research and highlight the cultural barriers that candidates applying for positions within RDE and NDHT may experience when applying for promotions and training opportunities and to make recommendations to address them. To also include internal and external communication of training, promotion and job opportunities ensuring they are culturally accessible.	October 2021	Staff networks groups are in development and need to be established before this.	
4.3	Work with the Inclusion Leads and staff networks to develop a local bank of questions that can be used in interview processes or other robust processes through which expected senior leadership behaviours/capabilities in this area can be appropriately assessed. These questions to accompany values based questions at interview and are mandated for each interview.	July 2021		
4.4	Review the EIA process and develop this to make it more fit for purpose.	September 2021	Will be subject to Governance Committee approval	



## **Key Action 5**

Overhaul interview processes to incorporate:

- a) Training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used.
- b) Ensure adoption of values based shortlisting and interview approach
- c) Consider skills-based assessment such as using scenarios

#	Steps to achieve action	Due by	Risks	Mitigations
5.1	Working with Staff Networks to review recruitment process and specifically the use of inclusive language (as mentioned above).	October 2021		
5.2	Carry out a systematic review of all stages of existing recruitment and selection to ensure that potential sources of bias are reduced/eliminated	November 2021		In line with implementation of new ATS.
5.3	Review and further develop inclusive, transparent assessment processes (including values-based and inclusion interview questions) which will enable recruiting managers appoint individuals with the right skills, values and behaviours at different levels (as per 4.3 above)	July 2021		
5.4	Do the 'stress test' on job descriptions weeding out bias (from notions of who 'suits' a role/team and avoid words which are gendered, racialized or class related'	December 2021	Await appointment of Inclusion Lead  Volume of JDs to review	Focus on template/generic JDs  Work with managers in underrepresented groups
5.5	Develop and roll out a robust training package to all leaders and managers in the organisation as part of the Management and Leadership Essentials Programme to help ensure all new and practicing managers and leaders are equipped with the skills they need to recruit and select talent inclusively, fairly and objectively and trained to understand and mitigate different sources of error and bias in this area	August 2021		
5.6	L&D to provide application and interview skills courses for staff who have struggled to progress.	October/November 2021		
5.7	See action 2 in relation to inclusive recruitment panels and reporting.			

## **Key Action 6**

Adopt resources, guides and tools to help leaders and individuals have productive conversations about race.

#	Steps to achieve action	Due by	Risks	Mitigations and aspiration
6.1	Introduction of a new appraisal system and training to support this. This may help provide a space to have potentially uncomfortable conversations.	July 2021	Managers not supported with the right skills and unable to support the employee.  Managers do not undertake appraisals in a timely manner.	Ensure managers are aware of relevant training available.  Relaunch of the process and new systems to support undertaking the appraisal.
6.2	Difficult conversations training to include scenario based training.	June 2021	Capacity of managers to attend the training.	
6.3	Create space for staff to have potentially uncomfortable conversations about race and other characteristics. These conversations should encourage staff to talk openly about their feeling of bias. These conversations can start in clinical/managerial supervision, reciprocal mentoring or with Inclusion Champions or leads, staff networks, Freedom to Speak Up guardians - to reach out to in confidence to talk about their problematic feelings.	January 2022	The timescale, given that for this to be effective, the driver is behavioural and cultural change which is known to take time.	Appointment of the Inclusion Lead to help drive this.

# Staff Equality Diversity and Inclusion Northern Devon Healthcare Trust

**Strategic approach:** Create an environment where our organisational development moves beyond the protected characteristics to a more inclusive one that is embedded in our Trust values and behaviours

## Key activities/milestones 2021-2022

### Leadership and Governance

- Lead Exec identified for E,D and I – From Q1
- Form inclusion steering group– From Q1
- Ensure governance processes are in place for ED&I – From Q1
- Review EIA process and improve – From Q2
- Devise E, D and I strategy – From Q3
- Ensure leadership programme includes E, D and I and development session for NEDS/Board on E,D and I – From Q3
- Develop a staff charter, defining behaviours and ensuring E,D and I is integral to this – From Q3

### Engaging and Inclusive

- Create a comprehensive comms plan for E,D and I – including campaigns and events – From Q1
- -Build upon the great work of Project search and how we can further support with Covid –From Q1
- E, D and I promotion and campaigns –From Q2
- Introduce inclusion champions and training – From Q2
- Establish inclusivity network – From Q2
- Introduce a wellness passport to support all staff including those with disabilities –From Q2
- Ensure mechanism in place to develop, support and gather feedback from inclusion champions – From Q3

### Attitudes and Culture

- Review E,D and I training and e-learning resources for all staff – From Q2
- Produce guides/resources around cultural awareness and support – From Q2
- Implement just and learning culture within the Trust – From Q2
- Introduce cultural intelligence (CQ) instead of unconscious bias – From Q3
- Develop line manager capability through E,D and I training and resources – From Q3
- Ensure E,D and I is imbedded in all training within the Trust – From Q3
- Introduce carers passport and support for all staff carers – From Q3

### Recruitment and Selection

- Review training materials for recruitment and selection training and develop updated content–From Q2
- Carry out a systematic review of all stages of existing recruitment and selection to ensure that potential sources of bias are reduced/eliminated and inclusive language used – From Q2
- Do the ‘stress test’ on job descriptions weeding out bias (from notions of who ‘suits’ a role/team and avoid words which are gendered, racialized or class related’ – From Q3
- Introduce process for recruitment and selection panels – must be trained and inclusion guardian – From Q3

### Promotion/Career Development

- Undertake work on what the data tells us around who is not progressing/being promoted–From Q2
- Introduce reciprocal mentoring programme within the Trust, commencing with senior leaders and networks – From Q3
- Introduce a development programme to help identify talent in the organisation but that talent may not be confident in applying for roles or progressing their application –From Q3
- Increase Leadership Diversity – Introduce Programme –From Q3

### **Outcomes**

- E, D and I a key Trust priority
- Staff live the Trusts values
- More inclusive environment inside and outside the Trust
- Staff empowered and engaged
- Build a staff voice
- Build upon a zero tolerance culture
- Improved recruitment, selection and career progression
- Understanding and knowledge of E, D and I

### **Key Measures**

- Staff understanding and report confidence in promoting and encouraging positive attitudes/behaviours
- Increased Datix – from confidence to report issues with view it may change
- Increased staff engagement and participation with EDI team
- Measured progress against WDES/WRES/GPG
- Measured progress against staff survey results and PULSE responses
- Embedded just and learning culture with fewer formal HR processes

### **Long Term Objective/Goal**

For the Trust to have embedded and champion a culture that actively embraces values and celebrates diversity and inclusion of how to work at the Trust

**Key:** EIA – Equality Impact Assessment

WRES – Workforce race equality standard

WDES-Workforce disability standard

GPG- Gender pay gap