

Workforce Race Equality Standard (WRES) – July 2019

Action Plan 2019/2020

	Area/Indicator	Gaps & Comments	Actions to address Indicator	Responsibility	Timeframe/review date
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	Continue to improve data on ethnicity.	With the introduction on new HR Self Service system , focus on improving data with staff being asked at regular intervals throughout the year to update personal demographic data Metric – improvements to 95%	Associate Director of HR & OD	March 2020
2	Relative likelihood of staff being appointed from shortlisting across all posts	Continue with manual monitoring until new system implemented.	New system implemented from August to record ethnicity of shortlisted candidates	Human Resources	June 2020
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation)	Continue to monitor.		Human Resources Team	March 2020
4	Relative likelihood of staff accessing non-mandatory training and CPD	This indicator is impacted upon by low numbers of staff from ethnic background	Improve data capture of employee ethnicity (see indicator 1) Continue to ensure that staff development is factored into appraisals. Conduct Audit of L&D needs from staff Appraisal	Head of HR and Head of Education	March 2020

5,6,7,8	<p>5. KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p> <p>6. KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</p> <p>7. KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion</p> <p>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</p>	<p>Due to small numbers of staff from BME backgrounds, specific survey questions broken down by ethnicity may lead to identification. Currently there are no specific survey questions in relation to these indicators.</p> <p>Survey results are not broken down by ethnicity</p>	<p>Implement a system to record informal and formal concerns of bullying and abuse from staff. Capture ethnicity.</p> <p>Review quarterly reported incidents, and capture ethnicity of staff raising concerns. Ensure this is recorded centrally</p>	Human Resources	July 2020
				HR Management Group	Ongoing - review quarterly

New Indicators for 2019/20

	Area/Indicator	Gaps & Comments	Actions to address Indicator	Responsibility	Timeframe/review date
1	Percentage of staff in each of the AFC Bands 1-9 and VSM (including executive Board members) compared with	Focus on embedding a culture of inclusion with aim of creating a	Raising awareness, reviewing our policies and procedures	Associate Director of HR & OD	March 2021

	the percentage of staff in the overall workforce	more diverse culture within the Hospice			
2	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	Review where we recruit and attract applications from	Widen our recruitment field	Associate Director of HR & OD	March 2020

UPDATE FOR 2018/19

1. Compare the data for white and BME staff: 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. 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

There is little change in the number of BAME staff employed. Though the percentage has slightly increased the number remains the same at 13. As the turnover has significantly increased since 2018 it is positive that we have maintained the same percentage. We have also focused on reducing the number of unknowns which has decreased from 2018.

2019 Totals					2019	2019	2019	2018	2018	2018
Band	BAME	White	Not Known	Total	BAME	White	Not Known	BAME	White	Not Known
1	1	19	6	26	3.85%	73.08%	23.08%	3.70%	66.67%	29.63%
2					0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
3	3	68	13	84	3.57%	80.95%	15.48%	3.23%	62.90%	33.87%
4	2	35	4	41	4.88%	85.37%	9.76%	3.85%	46.15%	50.00%
5a	1	29	5	35	2.86%	82.86%	14.29%	5.26%	71.05%	23.68%
5b		13	11	24	0.00%	54.17%	45.83%	6.90%	48.28%	44.83%
6a	2	23	4	29	6.90%	79.31%	13.79%	0.00%	70.83%	29.17%
6b		5	1	6	0.00%	83.33%	16.67%	0.00%	83.33%	16.67%
7a	2	10	6	18	11.11%	55.56%	33.33%	7.41%	48.15%	44.44%
7b		3	2	5	0.00%	60.00%	40.00%	0.00%	20.00%	80.00%
8		3	1	4	0.00%	75.00%	25.00%	25.00%	50.00%	25.00%
8a					0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
SD	2	5	1	8	25.00%	62.50%	12.50%	0.00%	50.00%	50.00%
Consultant		1	1	2	0.00%	50.00%	50.00%	0.00%	100.00%	0.00%
Dir		8	1	9	0.00%	88.89%	11.11%	0.00%	85.71%	14.28%
(blank)		1	1	2	0.00%	50.00%	50.00%	4.35%	50.00%	45.65%
Grand Total	13	223	57	293	4.44%	76.11%	19.45%	4.25%	58.82%	36.93%

2. Compare the data for white and BME staff: Relative likelihood of staff being appointed from shortlisting across all posts

The robustness of the data has improved with less blanks for the period 18/19. The number of applicants appointed from BME background increased marginally (10.34% of appointments made were from BME background). We are starting to review where we advertise and the recruitment material we use with the aim of recruiting more employees from a diverse background.

SFH has started to collate the ethnicity of shortlisted candidates and we have this from July 2017. We are also in the middle of implementing an online recruitment module which should mean we can collate reports on a regular basis rather than relying on manual collation.

The SFH application form is also being amended with the aim of getting all staff to complete the monitoring data.

	April 2017 – March 2018 (numbers)	April 2018 – March 2019 (includes internal and external appointments)
BME	4	6
White	32	43
Blank	19	9
Total	55	58

3. Compare the data for white and BME staff: 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 the most recent two-year rolling average)

<u>SFH Indicators (2 years up to March 2019)</u>	<u>SFH Indicators (2 years up to March 2018)</u>
Number of staff in workforce: white = 223; BME = 13 ; Not Known = 57	Number of staff in workforce: white = 180; BME = 13 ; Not Known = 113
Number of staff entering the formal disciplinary process: white = 5; BME = 0	Number of staff entering the formal disciplinary process: white = 3; BME = 0
Likelihood of white staff entering the formal disciplinary process (4/180) = 0.0222	Likelihood of white staff entering the formal disciplinary process (3/180) = 0.0166
Likelihood of BME staff entering the formal disciplinary process (0/13) = 0	Likelihood of BME staff entering the formal disciplinary process (0/13) = 0

Relative likelihood of BME staff entering the formal disciplinary process compared to white staff is therefore $0/0.0222 = 0$ times greater

4. Compare the data for white and BME staff: Relative likelihood of staff accessing non-mandatory training and CPD

SFH Indicators (from Select HR Training Records) –

	Days	Employees	Ratio	Relative Likelihood	Relative Likelihood 18/19
BAME	13	13	1.00	0.74	0.91
Not Known	79	57	1.39		
White	164	223	0.74		

5. WRES indicator 5-8 - compare the outcomes of the responses for white and BME staff: (National Staff Survey Indicators)

SFH Indicators

SFH does not run the same Staff survey as the NHS.

Because of the small number of BME staff we do need to be careful in our analysis.

From the staff survey we are able to report the following:

80% of staff said they hadn't been bullied at work.

11% disagreed with the statement "In the last year I have not been bullied at work".

As an example, SFH reports on physical and verbal abuse from patients and public, however ethnicity is not collated from those reporting **(WRES 5). 11 reported incidents in 2017/18 – 5 retail (1 physical, 4 verbal) and 6 Clinical (4 physical, 2 verbal).**

6. WRES Indicator 9

Compare the difference for white and BME staff: Percentage difference between (i) the organisations' Board voting membership and its overall workforce and (ii) the organisations' Board executive membership and its overall workforce

SFH Indicators

- i) The Hospice has 4.44% BME workforce 1 of the 12 (8.33%) members of the Executive Board is of BME origin. **The percentage difference between the Board voting membership and its overall workforce is 3.89%**
- ii) **The Hospice has 4.44% BME workforce and no one is from a BME background on the executive board. The percentage difference between the Executive membership and its overall workforce is -4.44%**

APPENDIX 1 WRES ACTION PLAN AUGUST 2018 – July 2019 Update

The actions below are focussed on supporting the organisation to be able to report on the WRES indicators by July 2019. WRES data will be refreshed quarterly and reported to the Human Resources Group and Corporate Governance committee on progress in 18/19

	Area/Indicator	Gaps & Comments	Actions to address Indicator	Responsibility	Timeframe/review date	Update
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	Data on Ethnicity only held for circa 65% of workforce	With the introduction on new HR Self Service system , focus on improving data with staff being asked at regular intervals throughout the year to update personal demographic data Metric – improvements to 95%	Head of HR	March 2019	The monitoring of data has been improved with only 19% not known.
2	Relative likelihood of staff being appointed from shortlisting across all posts	Current HR systems do not hold records of ethnicity of shortlisted candidates .	New system implemented from August to record ethnicity of shortlisted candidates	Human Resources	August 2019	We now have manual records and from later in the year will be able to monitor this on line.
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation)	No discernible issues with this data as numbers of disciplinary cases are relatively low. No BME staff have been subject to formal	Improve recording systems, introduction of a logging and recording system to capture employee relations casework. Further scope to formal	Human Resources Team	March 2019	Completed, monitoring now in place.

		disciplinarys in the last two years as at March 2017	explore use of Select HR			
4	Relative likelihood of staff accessing non-mandatory training and CPD	This indicator is impacted upon by relatively low numbers of ethnicity data available across the organisation	Improve data capture of employee ethnicity (see indicator 1) Continue to ensure that staff development is factored into appraisals Conduct Audit of L&D needs from staff Appraisal	Head of HR and Head of Education	March 2019	New system being put in place this year which will record ethnicity.

5,6,7,8	<p>5. KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p> <p>6. KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</p> <p>7. KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion</p> <p>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</p>	<p>Due to small numbers of staff from BME backgrounds, specific survey questions broken down by ethnicity may lead to identification. Currently there are no specific survey questions in relation to these indicators.</p> <p>Survey results are not broken down by ethnicity</p>	<p>Implement a system to record informal and formal concerns of bullying and abuse from staff. Capture ethnicity.</p> <p>Review quarterly reported incidents, and capture ethnicity of staff raising concerns. Ensure this is recorded centrally</p>	<p>Human Resources</p> <p>HR Management Group</p>	<p>July 2019</p> <p>Ongoing - review quarterly</p>	<p>Completed information is recorded centrally.</p>
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