



# NEL WRES 18/19

Workforce Race Equality Standard  
Report and Action Plan

# Contents

- About the Workforce Race Equality Standard (WRES) 3
- Foreword from Stephen Childs, Interim Managing Director NEL 4
- WRES Indicators 5
- WRES Report 2018/19 6
- Action Plan 14

# Foreword

At NEL, our purpose is to support providers to make a tangible and positive difference in the local communities they serve. We support a population of 16m and handle eight per cent of the NHS budget, that delivers a wide range of services impacting millions of lives across England. For this reason diversity and inclusion is at the heart of what we do.

We were the first Commissioning Support Unit to publish the Workforce Race Equality Standard (WRES). This year's WRES report not only shows that we are making progress in many areas, it has also helped us to identify areas for focus in the year ahead. I am proud we are able to demonstrate that our organisation represents and reflects the communities we serve, and that staff from Black And Minority Ethnic (BAME) groups are accessing training and development opportunities. We are also closing the gap in the likelihood of BAME staff to be recruited from shortlisting.

While we celebrate our successes we are also open about the areas where we require improvement. During the next year, we will continue to implement initiatives that have been proven to have impact such as BAME representation on recruitment panels and zero tolerance to bullying and harassment. Particular focus will be on supporting the career development of BAME staff and increasing the number of BAME staff in senior roles across the organisation up to, and including, CMT.

We aspire to be the best place to work for all our people and will continue to challenge ourselves year on year.

Stephen Childs, Interim Managing Director

February 2020

# WRES Indicators

<b>Workforce indicators</b> For each of these four workforce indicators, <u>compare the data for white and BME staff</u>	
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 Note: Organisations should undertake this calculation separately for nonclinical and for clinical 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 Note: This indicator will be based on data from a two year rolling average of the current year and the previous year
4.	Relative likelihood of staff accessing non-mandatory training and CPD
<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
6.	KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7.	KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion
8.	Q217. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues
<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 Note: Only voting members of the Board should be included when considering this indicator

# NEL CSU Workforce 2018-2019

Workforce	2018-19		2017-18	
	Count	Percentage	Count	Percentage
White	947	60 per cent	1074	57 per cent
BAME	554	35 per cent	531	28 per cent
Not disclosed	82	5 per cent	227	15 per cent
Total	1583	100 per cent	1882	100 per cent

We are proud that NEL has continued to report on WRES for five years. In order to identify where improvements have been made, and areas for ongoing improvements, we have compared the 2018-19 data with that of 2017-18.

## What is the data telling us?

Out of the 1583 staff were employed by NEL in March 2019, 554 (35 per cent) were BAME and 947 (60 per cent) were white. The remaining 82 (5 per cent) staff did not state their ethnicity.

- Due to changes in services offered, including in-housing by our system partners, the overall NEL workforce has decreased by 16 per cent in the last year
- The ethnicity disclosure rate has improved positively by 10 per cent compared to last year
- This has increased the number of staff reporting as BAME by 7 per cent and white by 3 per cent in year

## What have we done over the last year?

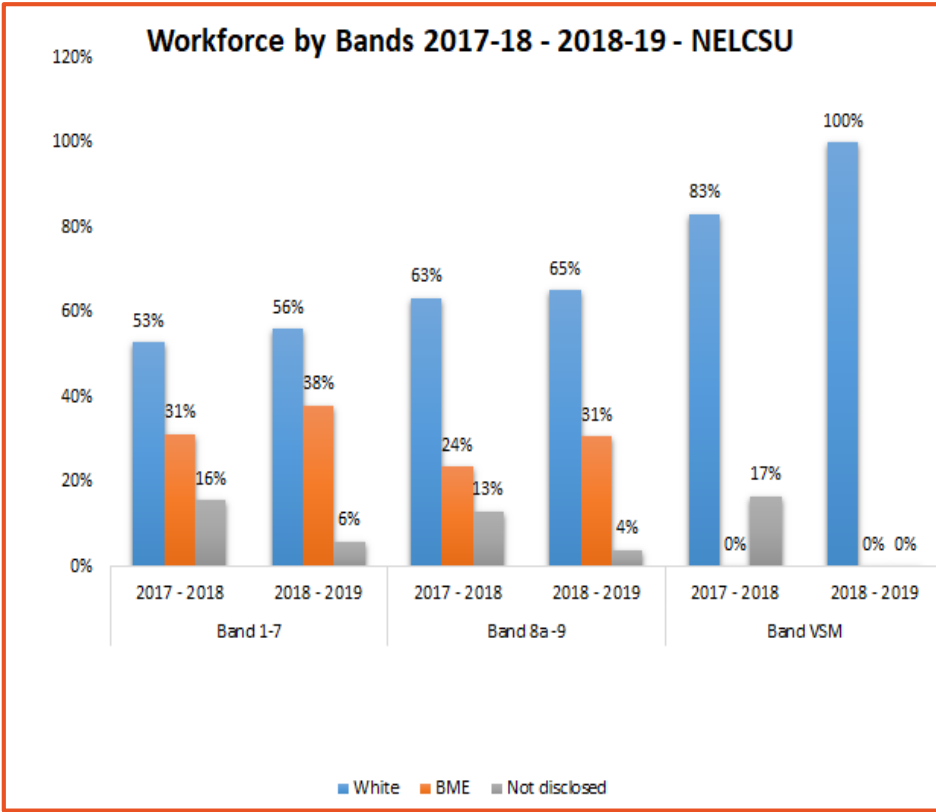
- Carried out a Listen and Learn workshop with HR and the BAME Staff Network to capture feedback and develop specific actions to improve the experiences of BAME staff
- Run additional CV writing and interview workshops and promoted these proactively to our BAME staff members
- Run updated recruitment and selection training which includes focus on mitigating unconscious bias in the selection process
- Ensured that BAME representatives participate on all interview panels for Band 8C posts and above

## What are we planning to do in the year ahead?

- Continue to provide training in recruitment and selection to interview panels
- Refresh demographic data on the Workforce System to increase disclosure rates and validate data held
- Attract applicants from the local community by publicising jobs locally
- Focus on closing the recruitment gap between BAME and white staff

# Indicator 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 disaggregated by: non-clinical staff/clinical staff



## What is the data telling us?

Over the last year the percentage of BAME staff in NEL has positively increased by seven per cent in bands 1-7 and 8-9.

- NEL has no BAME staff at VSM level, although there has been one BAME member of staff acting in an interim capacity on CMT
- Non disclosure rates have fallen positively over the last year, from 227 staff choosing not to disclose to 82
- With a workforce that is 38 per cent BAME at bands 1-7, NEL is roughly representative of the communities we serve

## What have we done over the last year?

- NEL has applied a number of best practice interventions to mitigate bias in recruitment and selection
- We have focused on building an inclusive culture through a series of roadshows e.g. 'Road to Inclusion' tour at our main offices
- Developed a cohort of BAME EMCC accredited coaches
- Introduced BAME mentoring circles in partnership with Business in the Community
- Launched 'Building the Talent', NEL's talent management programme with an explicit focus on ensuring representation supported by a comprehensive moderation exercise with the Corporate Management Team, the Diversity Network Chairs, and the Deputy Director of Development and Inclusion.
- 'Building the Talent' for 19/20 is 37 per cent BAME and our workforce is 35 per cent BAME

## What are we planning to do in the year ahead?

- In partnership with the University of Nottingham we have developed a Reverse Mentoring programme. The first cohort has 13 mentors and 13 mentees consisting of Executive Directors and their senior staff.

# Indicator 2

## Relative likelihood of white staff being appointed from shortlisting, compared to BAME staff being appointed from shortlisting across all posts

Progressing

NEL - External Recruitment	2018-19		2017-18	
Ethnicity	white	BAME	white	BAME
Number of staff in workforce	947	554	1074	531
Number shortlisted applicants	799	1323	870	1188
Number appointed applicants	125	150	170	139
Ratio shortlisting to appointment	0.16	0.11	0.19	0.11
Relative likelihood of white staff being appointed from short listing compared to BAME staff	1.4		1.7	

NEL - Internal Recruitment	2018-19		2017-18	
Ethnicity	white	BAME	white	BAME
Number of staff in workforce	947	554	1074	531
Number shortlisted applicants	385	387	307	273
Number appointed applicants	206	123	136	63
Ratio shortlisting to appointment	0.53	0.32	0.44	0.23
Relative likelihood of white staff being appointed from short listing compared to BAME staff	1.7		1.9	

### What is the data telling us?

- The goal is a neutral likelihood of one. This would mean there is no difference in the likelihood of being recruited between BAME and white staff members
- Positive improvement has been made in the relative likelihood of BAME staff being recruited both externally and internally (from 1.7 to 1.4, and 1.9 to 1.7 respectively)
- However, BAME staff remain less likely to be appointed than white staff, particularly if they go through internal recruitment processes

### What have we done over the last year?

- NEL has applied a number of best practice interventions to mitigate bias in recruitment and selection these include:
  - Mandatory BAME representation on senior interview panels 8c and above
  - Recruitment and selection training that covers unconscious bias and necessary mitigations
  - Anonymous shortlisting process
- We have launched BAME mentoring circles in partnership with Business in the Community to provide opportunities for our people to access mentoring across a range of organisations and sectors
- Rolled out lunch and learn sessions on CV and interviewing skills workshops in partnership with the BAME Network
- Listening event June 2019 in collaboration with HR and the BAME whereby the group worked to mutually understand the challenges experienced and establish support available to BAME staff

### What are we planning to do in the year ahead?

- Regular review of analysis of ethnicity trends in recruitment at a directorate level and develop local action plans e.g. offering additional support from the Recruitment Team to develop values based questions



# Indicator 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 previous year)



NEL	2017-19	
Indicator 3: Disciplinary Process	white	BAME
Number of staff in workforce	947	554
Number of staff entering formal disciplinary	11	12
Likelihood of white staff entering formal disciplinary	0.01	0.02
The relative likelihood of white staff entering formal disciplinary compared to BAME staff	0.5	

### What is the data telling us?

- Last year’s data on this metric shows we had a small number of formal disciplinary processes. To protect the anonymity of staff we did not report on this metric.
- We therefore combined two year’s worth of disciplinary data
- The data means that BAME staff are twice as likely as white staff to enter a formal disciplinary process.

### What have we done over the last year?

- Launched the People Management Cycle with focus on regular feedback and one to ones
- Encouraged managers to attend the Management Development Academy to ensure effective performance management capability
- Introduced an informal resolution approach in line with ACAS best practice
- The HR Business Partners are now ACAS accredited/trained mediators
- Designated directorate HRBPs lead on ER issues
- Employee relations (ER) case log maintained, and data reported monthly to CMT
- Fortnightly HRBP ER case meeting chaired by Deputy Director of HR to check progress, review timelines and share best practice
- Director of People and Managing Director must authorise any decisions to suspend

### What are we planning to do in the year ahead?

- Implement ER debriefs between management, staff side and HR to review cases and take forward any learning
- Implement a decision tree before commencing investigations to objectively qualify a decision to proceed



# Indicator 4

## Relative likelihood of staff accessing non-mandatory training and CPD

Achieving

	2018 - 19		2017 - 18	
	white	BAME	white	BAME
Indicator 4: Non-mandatory training and CPD				
Number of staff in workforce	947	554	1074	531
Number of staff accessing non mandatory training and CPD	709	471	1084	539
Likelihood of white staff accessing non-mandatory training and CPD	0.74		1.00	
Likelihood of BAME staff accessing non-mandatory training and CPD	0.85		1.01	
Relative likelihood of white staff accessing non-mandatory training and CPD compared to BAME staff	0.87		0.99	

### What is the data telling us?

There were 1229 instances of non-mandatory training in 2018-19. The relative likelihood of white staff accessing non-mandatory training and CPD compared to BAME staff is 0.87. A figure below one would indicate that white staff members are less likely to access non-mandatory training and CPD than BAME staff:

- The difference in relative likelihood between BAME and white staff has fallen year on year. This is positive as the goal is for the likelihood to be the same between both groups

### What have we done over the last year?

- Launched and promoted a number of BAME specific programmes including EMCC accredited coaching and BAME Mentoring Circles in partnership with Business in the Community
- Introduced effective monitoring of appraisal and PDP completion
- Continued to monitor PDP completion and recording of all formal and informal non-mandatory training
- Continued to publicise non-mandatory training and CPD programmes to all staff
- Communicated the importance of appraisal and staff responsibility to be proactive about their CPD
- Launched 'Building the Talent', NEL's Talent Management Programme which is fully representative of the organisation

### What are we planning to do in the year ahead?

- Mapping exercise to draw on data on all non-mandatory training and work collaboratively with L&D to ensure equal accessibility
- Continue to encourage participation of BAME staff in leadership programmes such as Stepping Up and Ready Now

# Indicators 5-6

## National NHS Staff Survey Indicators 2017/18

Achieving

Summary of 2017 - 18 Staff Survey outcomes (WRES Indicators 5-8)	NEL	
	2018	2017
<b>Indicator 5</b> KF25 – percentage of staff experiencing harassment, bullying or abuse from patients/relatives or members of the public in last 12 months	Of the total who responded those who said 'YES':  white: 3 per cent BAME: 1 per cent	Of the total who responded those who said 'YES':  white: 6 per cent BAME: 6 per cent
<b>Indicator 6</b> KF26 – percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	Of the total who responded those who said 'YES':  white: 5 per cent BAME: 3 per cent	Of the total who responded those who said 'YES':  white: 23 per cent BAME: 31 per cent

### What is the data telling us?

- It should be noted there have been changes in how the survey is administered, 39 per cent of the organisation (663 staff) responded to the 2018 staff survey. This is a low take-up compared to last year's figure and makes comparison difficult
- There is a significant decrease for both groups who reported experiencing bullying and harassment from staff; three per cent BAME and five per cent white staff in the last 12 months
- Compared to other parts of the NHS only a small proportion of NEL staff work with members of the public. The 2018-19 data shows a decrease in BAME and white staff reporting bullying and harassment by patients / relatives or members of the public.

### What have we done over the last year?

- In 2018-19 we recruited and trained 33 volunteer Staff Support Champions across all NEL sites
- Rolled-out a Reverse Mentoring programme in March 2019. 13 mentors from diverse backgrounds enrolled on the programme and 13 mentees from CMT or senior managers signed up to become mentees
- The 'Road to Inclusion' Tour commenced in March 2018.
- The NEL Staff Pledge was developed and launched in December 2018
- An Aspiring Managers Programme was rolled out to promote inclusive leadership behaviours. To date 106 staff have enrolled onto the programme with 36 per cent BAME. There is a high interest in this course as it supports the development of BAME staff into becoming managers
- Launched a Pulse Survey in 2018 to actively monitor staff experience through the year

### What are we planning to do in the year ahead?

- Encourage improved completion rates for the next survey to ensure representativeness of data
- Continue to promote Staff Support Champions to raise awareness
- Continue to roll out the Aspiring Managers Programme to develop inclusive leadership behaviours
- Further analysis through dashboard by sites and directorate to identify areas for focus in 2020

# Indicators 7-8

## National NHS Staff Survey Indicators 2017/18

Require focus

Summary of 2017 - 18 Staff Survey outcomes (WRES Indicators 5-8)	NEL	
	2018	2017
<b>Indicator 7</b>  <b>KF21 – percentage of staff believing that the organisation provides equal opportunities for career progression or promotion</b>	Of the total who responded those who said 'YES':  <b>White: 43 per cent</b> <b>BAME: 10 per cent</b>	Of the total who responded those who said 'YES':  <b>White: 83 per cent</b> <b>BAME: 56 per cent</b>
<b>Indicator 8</b>  <b>Q17b – in the last 12 months have you personally experienced discrimination at work from manager/team leader or other colleagues</b>	Of the total who responded those who said 'YES':  <b>White: 7 per cent</b> <b>BAME: 20 per cent</b>	Of the total who responded those who said 'YES':  <b>White: 9 per cent</b> <b>BAME: 15 per cent</b>

### What is the data telling us?

- It should be noted there have been changes in how the survey is administered, 39 per cent of the organisation (663 staff) responded to the 2018 staff survey. This is a low take-up compared to last year's figure and makes comparison difficult
- The percentage of BAME staff who believe that NEL provides equal opportunities for career progression has fallen significantly compared to the previous year. This is of particular concern given the focus on inclusion in our talent management programme
- There has been an increase in the percentage of BAME staff experiencing discrimination at work

### What have we done over the last year?

- NEL has implemented a best practice approach to recruitment and selection, including BAME staff on senior recruitment panels
- To date 805 staff have been trained on NEL recruitment and selection process
- To date 298 managers have attended the Management Development Academy to build leadership capability
- The 'Road to Inclusion' tour of key NEL sites commenced in March 2018 with a focus on the impact of behaviours on others
- The NEL Pledge was developed and rolled out December 2018

### What are we planning to do in the year ahead?

- Continue to promote the Aspiring Managers programme which aims to ensure that new managers are aware of expected behaviours
- The BAME Staff Network will be involved in ongoing work to support the WRES action plan
- Continue to work with Staff Support Champions on anti-bullying initiatives and develop organisational campaign to raise awareness of the impact of bullying behaviours

# Indicator 9

Percentage difference between (i) the organisations' Board voting membership and its overall workforce and (ii) the organisations' Board executive membership overall workforce

Require focus

CMT	2018-19			2017 -18		
	White	BAME	Not disclosed	White	BAME	Not disclosed
Percentage difference between Board voting and executive memberships and overall workforce						
Workforce	947	554	82	1074	531	277
CMT and VSM ethnicity	9	0	0	12	0	4

## What is the data telling us?

- NEL has no substantive BAME members of CMT
- NEL has one BAME representative on CMT in an interim role. For the purpose of this report OPWs (interims) are not reported on
- NEL has a very stable management structure at senior levels that leads to fewer opportunities becoming available for staff to progress to higher grades

## What have we done over the last year?

- We have utilised the staff networks to ensure that key decisions are inclusive
- Introduced an effective succession planning methodology and directorate workforce plans

## What are we planning to do in the year ahead?

- NEL is taking part in the Model Employer programme hosted by the NHS WRES Team to set targets for progression of BAME staff in senior positions within 10 years (by 2028)
- NEL will promote positive action statements on all job advertisements and will look to innovatively utilise routes for recruitment in order to attract from a wider and more diverse talent pool

# Action Plan

**Note: This is a high level plan of centrally coordinated actions aligned to the WRES indicators. See NEL Action Plan for full details including BAME Network specific actions.**

RAG status key	
	BAME experience equivalent to white experience
	Some difference between BAME and white experience
	Large difference between BAME and white experience

Indicator	Status 2017/18	Status and priority level 2018/19	Point for focus	Action
1 and 9 (RAG is cumulative)		HIGH	Senior BAME Representation Bands 8+ and VSM	<ul style="list-style-type: none"> <li>Work with NHS England WRES Team to set targets to meet the 2028 NHS England commitment to increase BAME at senior management level</li> <li>Develop and implement an inclusive Talent Management Programme</li> <li>Ensure focus on diversity in senior recruitment processes</li> <li>Work with BAME network to increase membership</li> </ul>
2		MEDIUM	Internal recruitment – likelihood to be appointed	<ul style="list-style-type: none"> <li>Continue CV and interview workshops for BAME staff to be communicated and supported through the BAME network</li> <li>Continue to encourage all interview panels to attend recruitment and selection training</li> <li>Roll out BAME representation on all interview panels 8C and above, and encourage representation on all panels</li> <li>Hold the BAME network accountable for network objectives and report on progress quarterly</li> </ul>
3		LOW	Ensure that disciplinary data is captured	<ul style="list-style-type: none"> <li>Continue to gather and report formal and informal disciplinary rates and implement recognised best practice in this area</li> </ul>
4		LOW	To assess the impact of non-mandatory training on BAME career progression	<ul style="list-style-type: none"> <li>Staff networks to continue to support the talent management programme with a focus on ensuring fair representation</li> <li>Continue to encourage participation of BAME staff in national leadership programmes e.g. BAME Leadership Network</li> </ul>
5 and 6		MEDIUM	Focus on reducing incidences of bullying and harassment within NEL	<ul style="list-style-type: none"> <li>Focus on improving survey completion rates</li> <li>Continue to enforce NEL zero tolerance policy</li> <li>Continue to have listening events to identify and address barriers and challenges BAME staff face</li> </ul>
7 and 8		HIGH	Continue to promote culture of inclusion at NEL	<ul style="list-style-type: none"> <li>Continue to roll out Aspiring Managers programme to ensure that new managers are aware of expected behaviours</li> <li>Continue to encourage staff to sign up to NEL Pledge</li> <li>BAME network will be involved in ongoing work to support the WRES action plan</li> <li>Continue to work with Staff Champions on Anti-Bullying Initiatives</li> </ul>

## Acknowledgements

Thanks to the NEL BAME Staff Network

