IC24 WRES

REPORT

2020 Submission

Contents

1. What is the Workforce Race Equality Standard (WRES)?

The Workforce Race Equality Standard is an NHS requirement to provide data on our race equality metrics for submission and is a contractual expectation. This data is required for employees only. However, we are reviewing how we might capture data for other workers such as sessional or agency to enable us to understand these cohorts better in the future.

2. Key Information

Date of report:
31.03.2020

What period does the organisation's workforce data refer to:
01.04.2019 – 31.03.2020

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

Name and contact details of lead manager compiling this report:
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Unique URL link on which this report and associated action plan will be found:
www.ic24.org.uk/annual-reporting

This report has been signed off by:
Stephen King

On behalf of the Board on: 25 November 2020

1.1. Are there any issues with completeness of data?

Our data is compiled from a range of sources including our HRIS, our applicant tracking system, information held on employee relations casework and our colleague survey. The main issues faced focus on where we do not have historic data recorded.

Ethnicity data is recorded as part of our onboarding process but given it is personal sensitive data, it is not mandatory, and currently levels of uptake are lower than we would like.

A review of our processes and surveys has been incorporated into our People Plan for 2020/2021 to identify where this data can be captured and recorded appropriately.

1.2. Are there any matters relating to reliability of comparisons with previous years?

This is our first year actioning the WRES with the view to submit the data in line with NHS requirements, and therefore we do not have the data to compare with previous years.

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

We now include specific instructions in our offer letters to encourage new starters to record their own ethnicity. An organisation-wide communication was distributed to encourage existing colleagues to update their own ethnicity via the colleague self-service platform. We also asked the question in our colleague survey about what would stop someone from providing us with their ethnicity details, in order to give us further insight as to why some colleagues may not have self-reported. This will be reviewed as part of an action within our People Plan 2020/2021.

1.4. Are any steps planned during the current reporting period to improve the level of self-reporting by ethnicity?

We will scrutinise the data received from our colleague survey with regards to what would stop someone from providing us with their ethnicity details, and aim to revisit existing colleagues to understand more about why they might not have self-reported and to encourage this. We are also developing a new User Guide for our self-service platform and aim to include guidance on how to check and update Equality and Diversity information. At all times we advise that 'Prefer not to say' is a valid response. These actions have been incorporated into the People Plan for activities 2020/2021.

3. Data

TOTAL NUMBER OF STAFF EMPLOYED WITHIN THIS ORGANISATION AT THE DATE OF THE REPORT:

1052

PROPORTION OF BAME STAFF EMPLOYED WITHIN THIS ORGANISATION AT THE DATE OF THE REPORT:

5.32%

THE PROPORTION OF TOTAL STAFF WHO HAVE SELF REPORTING THEIR ETHNICITY:

78.23%

3.1 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

Excluding Bank Workers:

Non-Clinical			
	White	BAME	Unknown/Null
Support	502	25	191
Middle	78	3	13
Senior	9	0	2
VSM	8	1	1

Clinical			
	White	BAME	Unknown/Null
Support	31	2	5
Middle	96	21	38
Senior	10	3	7
VSM	4	1	1

Non-Clinical			
	White	BAME	Unknown/Null
Support	69.92%	3.48%	26.60%
Middle	82.98%	3.19%	13.83%
Senior	81.82%	0.00%	18.18%
VSM	80.00%	10.00%	10.00%

Clinical			
	White	BAME	Unknown/Null
Support	81.58%	5.26%	13.16%
Middle	61.94%	13.55%	24.52%
Senior	50.00%	15.00%	35.00%
VSM	66.67%	16.67%	16.67%

Including Bank Workers:

Non-Clinical	White	BAME	Unknown/Null
Support	536	28	203
Middle	78	3	13
Senior	9	0	2
VSM	8	1	1

Clinical	White	BAME	Unknown/Null
Support	35	4	5
Middle	119	42	55
Senior	10	3	7
VSM	4	1	1

Non-Clinical	White	BAME	Unknown/Null
Support	69.89%	3.65%	26.47%
Middle	82.98%	3.19%	13.83%
Senior	81.82%	0.00%	18.18%
VSM	80.00%	10.00%	10.00%

Clinical	White	BAME	Unknown/Null
Support	79.55%	9.09%	11.36%
Middle	55.09%	19.44%	25.46%
Senior	50.00%	15.00%	35.00%
VSM	66.67%	16.67%	16.67%

4. The implications of the data and any additional background explanatory narrative

As our people are not on AFC pay bands, we have split the data into 4 pay groups: Support, Middle, Senior and Very Senior Managers.

BAME colleagues are poorly represented in the Non-Clinical workforce. However, in the Clinical workforce BAME colleagues have a greater representation, generally increasing as you go higher through the tiers. The exception to this is overall colleagues (including bank workers) in the Clinical Middle Tier - this is the highest representation of all, although it is still less than 1 in 5.

4.1 Action planned

A report for the Board has been provided. We have an action to identify and better understand the diversity of the local areas that we provide services to and ensure that our workforce is reflective of these differences.

5. Relative likelihood of staff being appointed from shortlisting across all posts

Excluding Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Number of shortlisted applicants	362	63	719
Number appointed from shortlisting	136	23	253
Relative likelihood of shortlisting/appointed	0.3756906077	0.3650793651	0.3518776080
Relative likelihood of White staff being appointed from shortlisting compared to BAME staff	1.03		

Including Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Number of shortlisted applicants	374	75	760
Number appointed from shortlisting	151	33	143
Relative likelihood of shortlisting/appointed	0.4037433155	0.4400000000	0.1881578947
Relative likelihood of White staff being appointed from shortlisting compared to BAME staff	0.92		

5.1 The implications of the data and any additional background explanatory narrative

Looking at the data which includes bank and sessional workers it shows that BAME candidates are more likely to be appointed from shortlisting across all posts than white candidates. This may be because a high percentage of bank roles at IC24 are clinical and, on looking further into the sessional GP and bank ethnicity data, it shows very high representation of candidates from a BAME background. The data for submission which excludes bank and sessional workers indicates that there is very little difference in the relative likelihood of white candidates being appointed from shortlisting groups compared to BAME candidates.

5.2 Action taken and planned

Recruitment training which includes awareness of conscious and unconscious bias started at the end of last year. This training will be further developed and rolled out to all hiring managers involved in recruitment this year. We will also be further developing our marketing material and the Inclusiveness & Belonging section on our career site in line with our corporate equality objectives.

6. 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

Excluding Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Number of staff in workforce	738	56	258
Number of staff entering the formal disciplinary process	23	3	15
Likelihood of staff entering the formal disciplinary process	0.0311653117	0.0535714286	0.0581395349
Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff		1.72	

6.1 The implications of the data and any additional background explanatory narrative

As the figure is above "1", it would indicate that BAME colleagues are more likely than white colleagues to enter the formal disciplinary process. However, the small numbers of individuals entering the process overall may mean that this is not statistically significant. This data has been collected for employed colleagues only, as bank workers do not enter the disciplinary process.

6.2 Action taken and planned

This data will need to be reviewed year-on-year and those who have not disclosed their ethnicity continued to be encouraged to do so due to the relatively high proportion for whom this is unknown.

7. Relative likelihood of staff accessing non-mandatory training and CPD

Excluding Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Number of staff in workforce	738	56	258
Number of staff accessing non-mandatory training and CPD	630	47	218
Likelihood of staff accessing non-mandatory training and CPD	0.8536585366	0.8392857143	0.8449612403
Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff	1.02		

Including Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Number of staff in workforce	799	82	287
Number of staff accessing non-mandatory training and CPD	681	63	244
Likelihood of staff accessing non-mandatory training and CPD	0.8523153942	0.7682926829	0.8501742160
Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff	1.11		

7.1 The implications of the data and any additional background explanatory narrative

The data (excluding bank workers) indicates that there is a very similar likelihood of BAME and white colleagues accessing non-mandatory training - 1.02.
The data (including bank workers) indicates that white colleagues are slightly more likely to access non-mandatory training compared to their BAME colleagues - 1.11.

This includes non-mandatory eLearning as well as other non-mandatory training activity and CPD.

7.2 Action taken and planned

This data is encouraging however we will continue to regularly monitor and review it, to ensure that all colleagues from all ethnicities continue to access non-mandatory training equally.

8. Employee survey

	White	BAME	Ethnicity Unknown/Null
% of staff experiencing harassment, bullying or abuse from patients, relative or the public in the last 12 months	1.39%	11.76%	0.00%
% of staff experiencing harassment, bullying or abuse from staff in the last 12 months	9.72%	17.65%	0.00%
% believing that IC24 provides equal opportunities for career progression or promotion	55.56%	23.53%	100.00%
% of staff personally experience discrimination at work from manager/team leader or other colleague	2.78%	17.65%	0.00%

8.1 The implications of the data and any additional background explanatory narrative

Our survey was open to all colleagues and therefore may include bank workers. BAME colleagues were significantly more likely (over 10% higher) to experience harassment, bullying or abuse from patients, relatives or the public compared to white colleagues. More than 1 in 10 BAME colleagues revealed they had experienced this within the last 12 months. BAME colleagues again were significantly more likely to experience harassment, bullying or abuse from other colleagues in the last 12 months compared to white colleagues. Both BAME and white colleagues are more likely to experience harassment, bullying or abuse from other colleagues rather than patients, relatives or the public. White colleagues were more than twice as likely than BAME colleagues to believe that IC24 provides equal opportunities for career progression or promotion.

Fewer than 1 in 4 BAME colleagues believe there are equal opportunities. BAME colleagues are much more likely to experience discrimination at work from managers and colleagues compared to white colleagues (nearly 15% higher).

8.2 Action taken and planned

We are establishing a self-sustaining BAME network that offers a safe space for mutual support for BAME workers and a place for them to contribute to the wider Inclusiveness and Belonging work for the organisation.
We also aim to increase our organisational understanding of microaggression and unconscious bias and will review our existing training to increase education and awareness.

9. Percentage difference between the organisation's board voting membership and its overall workforce

Excluding Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Total Board members - % by Ethnicity	81.8%	9.1%	9.1%
Overall workforce - % by Ethnicity	70.2%	5.3%	24.5%
Difference (Total Board - overall workforce)	11.7%	3.8%	-15.4%

Including Bank Workers:

	White	BAME	Ethnicity Unknown/Null
Total Board members - % by Ethnicity	81.8%	9.1%	9.1%
Overall workforce - % by Ethnicity	68.4%	7.0%	24.6%
Difference (Total Board - overall workforce)	13.4%	2.1%	-15.5%

9.1 The implications of the data and any additional background explanatory narrative

The data suggests that white and BAME colleagues have a greater representation at Board Voting Membership level than they do in the overall workforce, however this is because the 'unknown' percentage is lower for this group.

9.2 Action taken and planned

The Board have taken part in a development programme to increase understanding of the lived experiences for colleagues in IC24, understand microaggression and how to create strategic change for inclusion.

The Well Led Committee monitors our actions on inclusiveness and belonging though our regular committee meetings.

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

The WRES submission is for employed colleagues only – however we wanted to widen this to include bank workers, and therefore have collected data and analysed in this report for our own purposes. We are also reviewing how we might capture data for other workers such as sessional or agency to enable us to understand these cohorts; however, we must be aware that some of the questions for WRES requirements will not be appropriate for these groups.

With COVID-19 having a huge effect on everybody over the past year, we again encouraged colleagues to update their ethnicity on our self-service platform as BAME colleagues were at a greater risk. We will need to take this into consideration if we see an increase in self-reporting going forward.

11. What have we done so far?

11.1 A focus on BAME

The disproportional impact of COVID 19 on BAME workers and communities, and the death of George Floyd shone a light on the need for every part of society, including here at IC24 to act against racism and inequality. This has meant that, whilst we have taken step to initially focus on BAME, the steps the organisation needs to take on microaggression and bias are valuable to all minority groups.

We are working on creating a diversity and inclusion group to include colleagues from minority groups as part of our network community.

11.2 Leadership

We set out, as a Leadership Team, to match our commitment to inclusion with action that makes a difference. To do this we wanted to develop our awareness and understanding of the lived experience of our BAME colleagues and how together we can build a strategic approach to Inclusiveness and Belonging.

We engaged an experienced external Equality and Diversity leadership developer with the aim of deepening our personal and organisational understanding and to help us to develop a more responsive and inclusive culture.

11.3 Listening

We recognise the need for us to develop an approach that is right for our people and right for our organisation; there is no 'one size fits all'. Listening, understanding, and working together will be critical to our ability to be responsive to our people's needs now and working together to build a more inclusive culture for the future.

We outlined the concept of 'your voice matters' in our communication with colleagues and invited BAME colleagues to share their lived experiences as a contribution to developing our approach to inclusiveness and belonging. Two sessions were facilitated by video call (given the COVID restrictions).

We also launched a questionnaire which will enable us to collect data to monitor our progress. This data will increase our awareness of the challenges our colleagues may be facing, inform our priorities for action, and help us monitor the effectiveness of our approach to inclusiveness and belonging.

11.4 Our Networks

As previously mentioned, we are establishing a self-sustaining BAME network that offers a safe space for support for BAME workers and contribution towards our organisational approach to inclusiveness and belonging.

We would like to give this some time to develop and embed and then determine whether this approach is adopted for other groups as well as re-launch our Values in Practice forum.

11.5 Our Development

The Board attended a Board Development session on 30 September 2020.

The organisation is committed to an inclusive culture; one where whoever you are, wherever you are from, you belong at IC24. The steps we take next need to help us to bring this aspiration to life and help us to create a more inclusive culture in the future.

This starts with education. Increasing our own understanding as leaders enables us to increase the understanding of others and creating a culture where we talk about inclusiveness. At the Board Development day, we improved our understanding about 'micro aggression'. Our action from the session was to increase our understanding of microaggression and consider how we might increase education in this area.

This is the start of a journey. Our aim is to do something that will make a difference. To make small incremental steps towards a more inclusive and open culture.

12. Action plan – Our approach to inclusiveness and belonging

We aim to develop an approach that is both right for our people and our organisation. This means listening, understanding and working together to respond to our colleagues' needs and build a more inclusive culture for the future.

We recognise that to do this we must also provide psychologically safe environments and take steps to increase awareness and provide further support in order to create a more productive and successful place to work.
We celebrate difference and diversity of thinking, which we believe is key to increasing innovation and generation of ideas.

12.1 Background

We believe it is no longer simply enough to say we offer an environment free from discrimination and those words need to be further reinforced with our actions.

Whilst the impact on BAME colleagues may have been the catalyst for change, for us to achieve an inclusive culture, we will be working identifying where we can work with wider groups to achieve our aim of an inclusive culture.

It is evident, from our work conducted with our BAME colleagues, that the organisation would benefit from working on unconscious bias and microaggression. Working on unconscious bias is important because it happens to everyone, depending on our own upbringing and experiences and lead to us making judgements or assessments about others; only by understanding each of our own biases can we change our own decisions and actions.

12.2 Enablers for success

Our approach will be supported by two key organisational enablers for success, which are essential building blocks for establishing a responsive and inclusive culture.

12.3 Leadership

- Our Board and Executive Team set direction and are committed to creating an inclusive culture.
- Strategic focus is given by our Board and Well Led Committee to establish a systematic approach to inclusion.
- Inclusive behaviours are role modelled at all levels of the organisation; we do what we say we will do and build a culture of trust.

12.4 Decisions driven by data

- Use data from a wide range of sources to provide insight and inform our decision making on matters related to diversity and inclusion.
- Identify and use existing data to inform our action plan and to build a holistic picture of our organisation's diversity. Improve the quality of this data over time to ensure that it is as accurate and up to date as possible.
- Use quantitative and qualitative data to measure and improve our performance against our action plan and strategic objectives. (See: *Delivering the Strategy: measuring progress and success*)

12.5 Areas of delivery and key aims

In addition to our enablers, we have identified two main areas in which to focus our delivery. Facilitating two-way communication and engaging with a diverse range of colleague groups is key to raising awareness and improving understanding, alongside provision of targeted learning and shared resources.

12.6 Communication and Engagement

- Cocreate networking groups to provide safe spaces for support and empower colleagues to extend these networks.
- Regular, consistent communication to create common understanding and demonstrate our organisational commitment to inclusiveness.
- Actively partner with our BAME network, listening to what is important to them and using this experience to extend to wider network opportunities.

- Create an interactive community of networks across the organisation; linking into ViP and facilitating open, productive discussion of these topics.

12.7 Learning

- Take the organisation on a developmental journey to increase knowledge and capability around related topics, including bias and microaggression.
- Provide Board and Leadership Development on diversity and inclusion.

ENDS