



Royal Devon
University Healthcare
NHS Foundation Trust

Workforce Race Equality Standard (WRES)

Action Plan 2023/24



Introduction

The Workforce Race Equality Standard (WRES) is a workforce standard that all NHS Trusts are required to submit which involves collecting and analysing data across a series of indicators (below) to help to improve the workplace experiences of Black, Asian and Minority ethnic (BAME) staff across the NHS.

Royal Devon NHS Trust submitted its annual WRES report on 31st May 2023 which can be found [here](#)

Indicator 1	Percentage of Ethnic Minority staff in each of the Agenda for Change bands 1-9, medical & dental subgroups and very senior managers (VSM), including executive board members compared with the percentage of staff in the overall workforce.
Indicator 2	Relative likelihood of Ethnic Minority staff being appointed from shortlisting across all posts
Indicator 3	Relative likelihood of Ethnic Minority staff entering the formal disciplinary process, compared to that of white staff
Indicator 4	Relative likelihood of white staff accessing non mandatory training and Continuous Professional Development (CPD) as compared to Ethnic Minority staff
Indicator 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
Indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
Indicator 7	Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion
Indicator 8	Percentage of staff who in the last 12 months have personally experienced discrimination at work from manager, team leader or other colleague
Indicator 9	Percentage difference between the organisations' board voting membership and its overall workforce

Key Themes

- Increase in staff not recording ethnicity on ESR, particularly high for Medical and Dental staff group
- Black and Minority Ethnic staff underrepresented at higher bandings for both clinical and non-clinical roles
- Increase in Black and Minority Ethnic staff experiencing harassment, bullying or abuse from other colleagues
- Black and Minority Ethnic staff experiencing discrimination from manager or other colleagues at a higher rate than White staff
- No Black and Minority Ethnic representation at Board level with missing ethnicity declaration

Indicator 1, 2 & 9: Workforce Data and Representation

Actions needed and why: While Black and Minority Ethnic staff represent 9.74% of the total staff population they are under represented both in non-clinical roles and senior roles in both clinical and non clinical posts including at Board level

Ref	Objective	Action	Lead	Timescale	Outcome
1.1	Inclusive recruitment practices	<ul style="list-style-type: none"> Embed Inclusive Recruitment programme 	SH and HR	February 2024	<ul style="list-style-type: none"> Hiring managers have the knowledge, tools and techniques to run a process which treats all applicant equally well
1.2	Increase focus on Ethnic Minority staff in leadership roles (clinical & non-clinical)	<ul style="list-style-type: none"> Roll our and embed Driving Your Career Programme, mentoring programme and training opportunities for Ethnic Minority staff Continue delivery of Inclusive Leadership programme 	SI and LD	March 2024	<ul style="list-style-type: none"> More leaders and managers are aware of how to treat everyone equally well and have the knowledge, tools and techniques to support them in this process. More of our diverse staff have the knowledge, tools and techniques to better navigate driving their careers
1.3	Improve disclosure rates among Medical and Dental Staff	<ul style="list-style-type: none"> Review induction for Medical and Dental staff to encourage sharing 	VLT	January 2024	<ul style="list-style-type: none"> Staff understand how disclosure can bring benefit to them
1.4	Improve disclosure rates at Board level	<ul style="list-style-type: none"> Analyse current processes to understand if there is a barrier or lack of opportunity to allow Board members to share their details Discuss benefits of disclosure at Board development day 	SH	November 2024	<ul style="list-style-type: none"> Board members have the opportunity to discuss disclosure and update status should they wish to do so
1.5	Promote diversity at Board level	<ul style="list-style-type: none"> Launch Associate NED programme Delivery of Executive Inclusion objectives 	SM/SI and SH	March 2024	<ul style="list-style-type: none"> Increased visibility of diverse colleagues at board level

Indicator 3, 4 & 7: Employee relations and development

Actions needed and why: While our data shows no Black and Minority Ethnic staff entering formal disciplinary and a higher percentage accessing non mandatory training there is a need to improve the accuracy of this data around training. While we have seen an increase in Black and Minority Ethnic staff feeling the Trust provides equal opportunity for progression this remains lower than White staff.

Ref	Objective	Action	Lead	Timescale	Outcome
2.1	Ensure we monitor concerns and themes to resolve issues before they reach a formal stage	<ul style="list-style-type: none"> Embedding of Staff incident review group with correct governance for escalation 	SI	November 2024	<ul style="list-style-type: none"> Better triangulation of hard and soft data from surveys, incidents and staff networks to allow for early identification of themes and hotspots
2.3	Take action to ensure diverse staff have equal opportunity for career progression and promotion	<ul style="list-style-type: none"> Deliver 2 cohorts of Driving Your Career programme Continue delivery of Inclusive Leadership Programme 	SI	March 2024	<ul style="list-style-type: none"> More leaders and managers are aware of how to treat everyone equally well and have the knowledge, tools and techniques to support them in this process. More of our diverse staff have the knowledge, tools and techniques to better navigate driving their careers

Indicator 5, 6 & 8: Supporting staff experiencing harassment, bullying, abuse and discrimination

Actions needed and why: Despite a decrease from last years report, Black and Minority Ethnic staff are more likely to experience bullying harassment or abuse from the public than White staff. We have, however, seen an increase in this behaviour from other colleagues. Most notably there has been an increase in Black and Minority staff experiencing discrimination from manager, team leaders and other colleagues

Ref	Objective	Action	Lead	Timescale	Outcome
3.1	Reduce incidences of abuse from members of the public	<ul style="list-style-type: none"> • Deliver preventing violence and aggression campaign 	HF/SI	Feb 2024	<ul style="list-style-type: none"> • Staff have increased ability to de-escalate situations. • Members of public are aware of consequences of abusing staff • Appropriate action is taken when instances of abuse take place
3.3	Reduce incidences of discrimination from manager/team leader	<ul style="list-style-type: none"> • Deliver Inclusive Leadership programme to 100 managers and team leaders 	SI & People Development team	March 2024	<ul style="list-style-type: none"> • More leaders and managers are aware of how to identify potential discriminatory behaviour, mitigate this and treat everyone equally well. They have the knowledge, tools and techniques to support them in this process.