



University Hospitals Dorset

NHS Foundation Trust

NHS Workforce Race Equality Standard (WRES)

Annual Report 2020

University Hospitals Dorset NHS Trust

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1 Introduction

There has been significant societal and organisational change since our last update which has influenced our performance against WRES during 2019/20:

- **Organisational Merger** – The joining of Poole and Royal Bournemouth and Christchurch Hospitals into the new University Hospitals Dorset NHS Foundation Trust (UHD)
- **CQC** - Both legacy trusts have a “should” action relating to improving the experience of BAME staff and ensuring reporting on the WRES is reflective of areas where experience has deteriorated
- **Black Lives Matter** - A national and global awakening on the impact of societal and structural racism
- **Brexit** – Introduction of the European Settled Status scheme
- **National NHS People Plan** – published in September 2020 with explicit actions for NHS Trusts on improving the experience of staff from under represented and marginalised groups, with a strong focus on inclusion, belonging and compassionate leadership
- This report and action plan is interim and will be reviewed by the Board and equality, diversity and inclusion committee in November 2020

2 WRES progress in 2019/20

- **COVID-19** – nationally has adversely impacted individuals from a BAME background. The BAME Staff Network assisted in the development of a BAME Health Risk Assessment, letter of support from CEO which was positively received by staff
- **Brexit** – The European staff network has supported colleagues with regard to Brexit and the European Settled Status process, linking with Human Resources and external partners in the community to offer advice and access to specialist immigration legal support.
- **Infographics** – data infographics developed to clearly present the evidence from indicators 5-8 on the less positive experience of our BAME colleagues in comparison to their white colleagues. We have further produced an infographic showing the difference in experience of colleagues from European countries (white other) vs white British. (RBCH only)
- **National Black Lives Matter principles** – a clear statement of support for BAME colleagues from CEO for the support during this unsettling period of global focus
- **Speaking Out** – UHD senior leadership team working in partnership with BAME Staff Network and Freedom to Speak up team to assist in surfacing concerns to address. Positive step in creating an inclusive culture. Issues may therefore increase in the short term
- **Leadership:** Appointment of an Executive Director as Board Champion and a Non-Executive Director as Chair of the equality, diversity and inclusion committee
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- **Positive Action:** –
 - **Reverse Mentoring Programme** is underway. Closing event to take place in January with individual and organisational learning
 - **European Staff network**
Building relationships with the Dorset Race Equality Council and Citizens Advice Bureau.
 - Working with the Human Resources Team to ensure European colleagues had access to the EUSS scheme through technology and funding of applications (Dec 2019)

- Hate Crime: working with the Freedom to Speak Up Guardian and Local Security Manager to improve the management and reporting of hate incidents and crime
- **BAME Staff Network:-**
- The network has merged across all three hospitals
- Successful application for the WRES Expert programme 2021 by Joy Johnson, network lead, sponsored by the CEO
- Minnie Klepacz, network lead has been awarded the British Empire Medal (BEM) in the Queen’s honours list for her support to BAME colleagues including new overseas nurses during COVID-19
- International Doctors Support Initiative network group – a finalist in the BMJ Awards 2020
- Allies and micro aggression workshops developed by the staff network and widened to virtual participation during social distancing restrictions

3 Conclusion and next steps

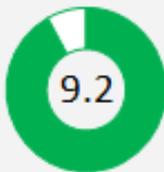
- Two sets of data presents challenges for 2020 in ensuring accurate and consistent reporting. Our information analyst team and equality, diversity and inclusion committee will be reviewing our data collection systems and aligning to ensure future reporting is consistent.
- 2020/21 will be a year of consolidating our systems and processes, reporting and engagement
- A stretch target of improving BAME representation at a senior level in the organisation by 15% (2025) is within the action plan. This is in line with the NHS WRES leadership strategy: accelerated improvement in Bame representation across the NHS workforce pipeline (appendix d)
- There are some green shoots of improvement in the staff experience for those with a BAME background across all hospitals in the internal culture.
- The recording of disciplinary information has been improved in the previous 12 months and provides a more accurate review of case numbers and demographic data.
- Staff engagement at both legacy trusts is good and above the national average. This ensures we are hearing the lived experience of our staff and reporting this accurately, increased engagement=increase reporting of bullying and harassment.
- Our rolling programme of WRES improvement activities will continue into the new organisation, with an emphasis in 2020/21 of improved data reporting with combined systems and aligning of recording
- The declaration of ethnicity remains high and we will continue to encourage staff to update their personal staff records to ensure we have an accurate picture of the ethnicity split across our organisation.
- The Reverse Mentoring programme will continue with new cohorts in 2021,
- The bullying and harassment from patients/visitors is a key indicator that has not improved in both trusts for the last three years. We will continue to encourage reporting and awareness through our staff networks, Freedom to Speak Up team, HR and Occupational Health.
- All staff networks leads are being actively supported to provide expert by experience advice and guidance to policies and processes relating to recruitment practices and implementing employment policies and procedures.

Supporting Our EU Colleagues



The Royal Bournemouth
and Christchurch Hospitals
NHS Foundation Trust

Diversity & inclusion is a vital part of ensuring support for our staff. Being inclusive and respecting the value difference can bring, to ensure we can provide the best care for our patients and respect our colleagues. Developing a culture where both our staff and patients can flourish..... it's simply the right thing to do!

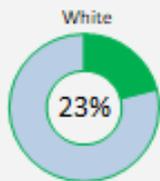
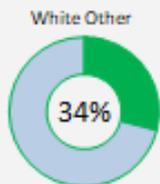


**Staff Survey Overall Score for all RBCH respondents:
Equality, diversity & inclusion**

This overall theme scores from one to ten—and is all about fair career progression, experience of discrimination and adjustments that support people, to do a good job. The purpose of this document is to highlight the employee experience as reported in the survey.

Indicator 5: Bullying, Harassment or Abuse

From patient, relatives
or public in last 12 months



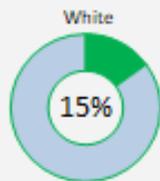
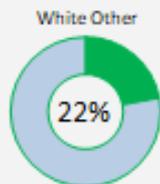
11% difference



	2017	2018
White Other	25%	29%
White	21%	21%

Indicator 6: Bullying, Harassment or Abuse

From staff in the last
12 months

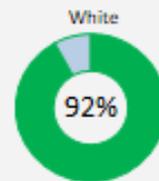
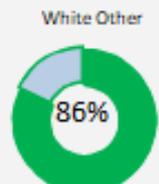


7% difference



	2017	2018
White Other	19%	22%
White	15%	15%

Indicator 7: Equal opportunities: Believing Trust provides equal opportunities for career progression or promotion

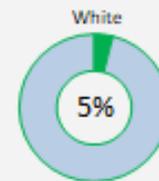
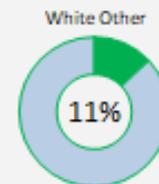


6% difference



	2017	2018
White Other	86%	82%
White	89%	92%

Indicator 8: Discrimination: Staff experiencing discrimination from their manager / team leader or other colleagues



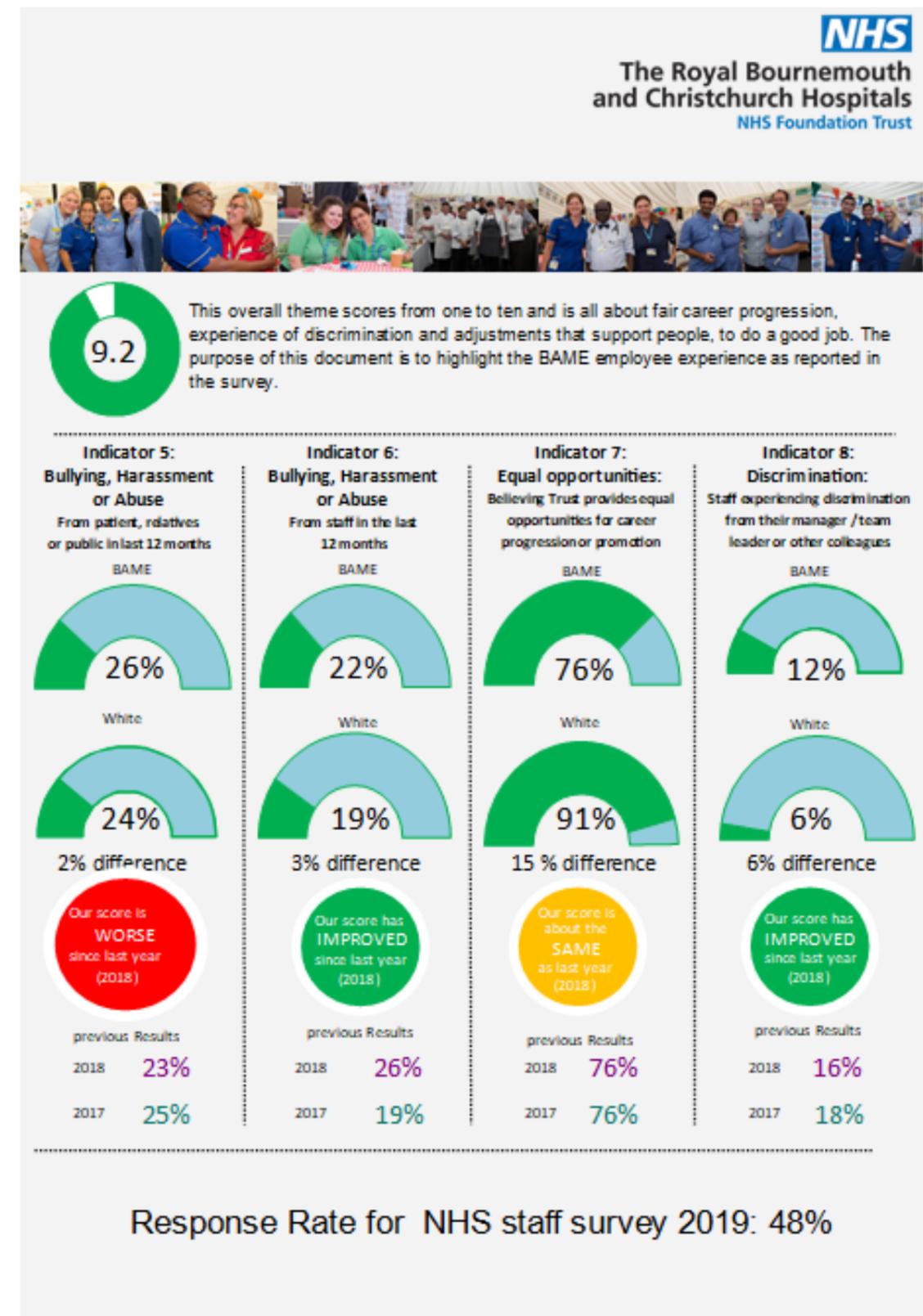
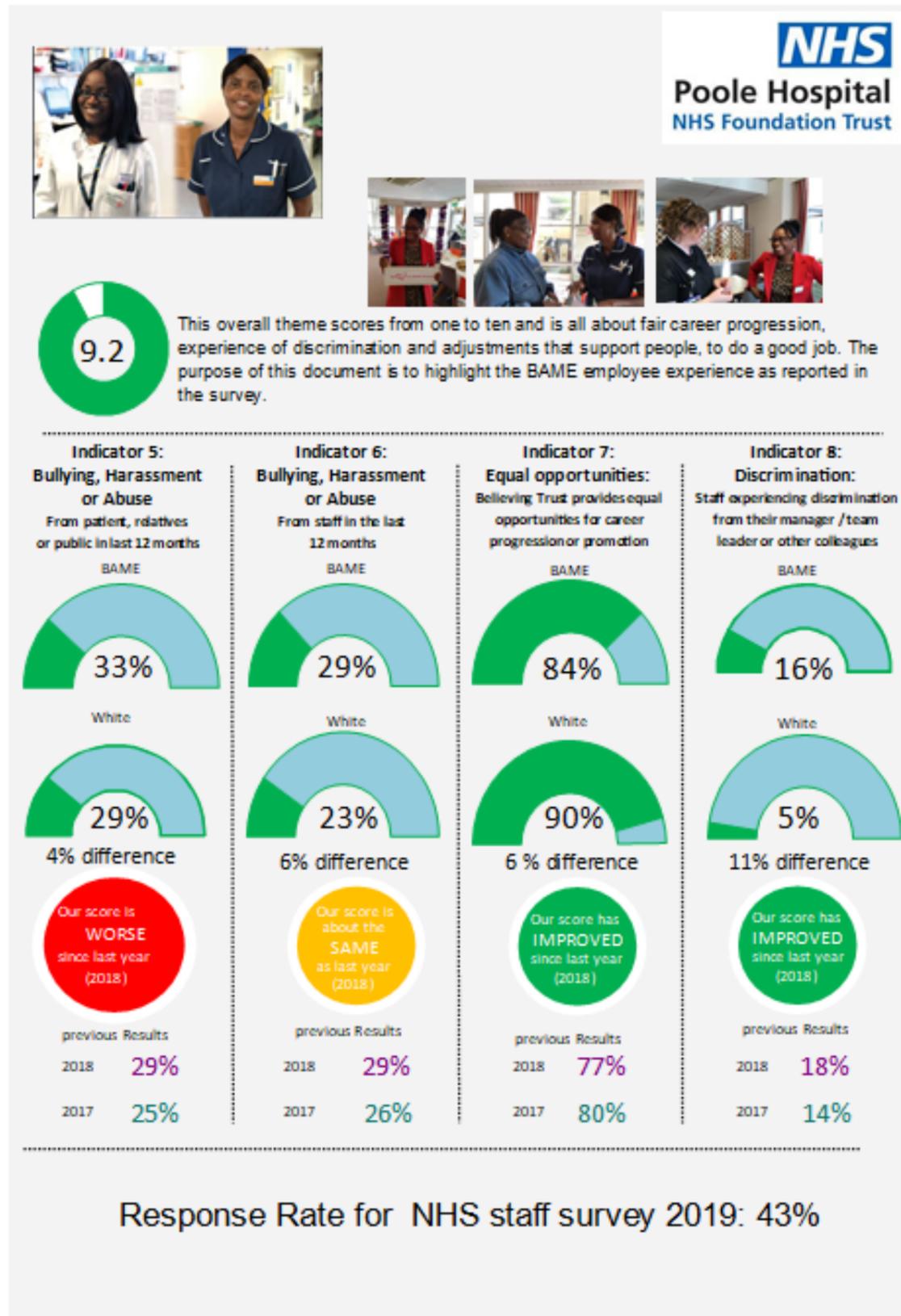
9% difference



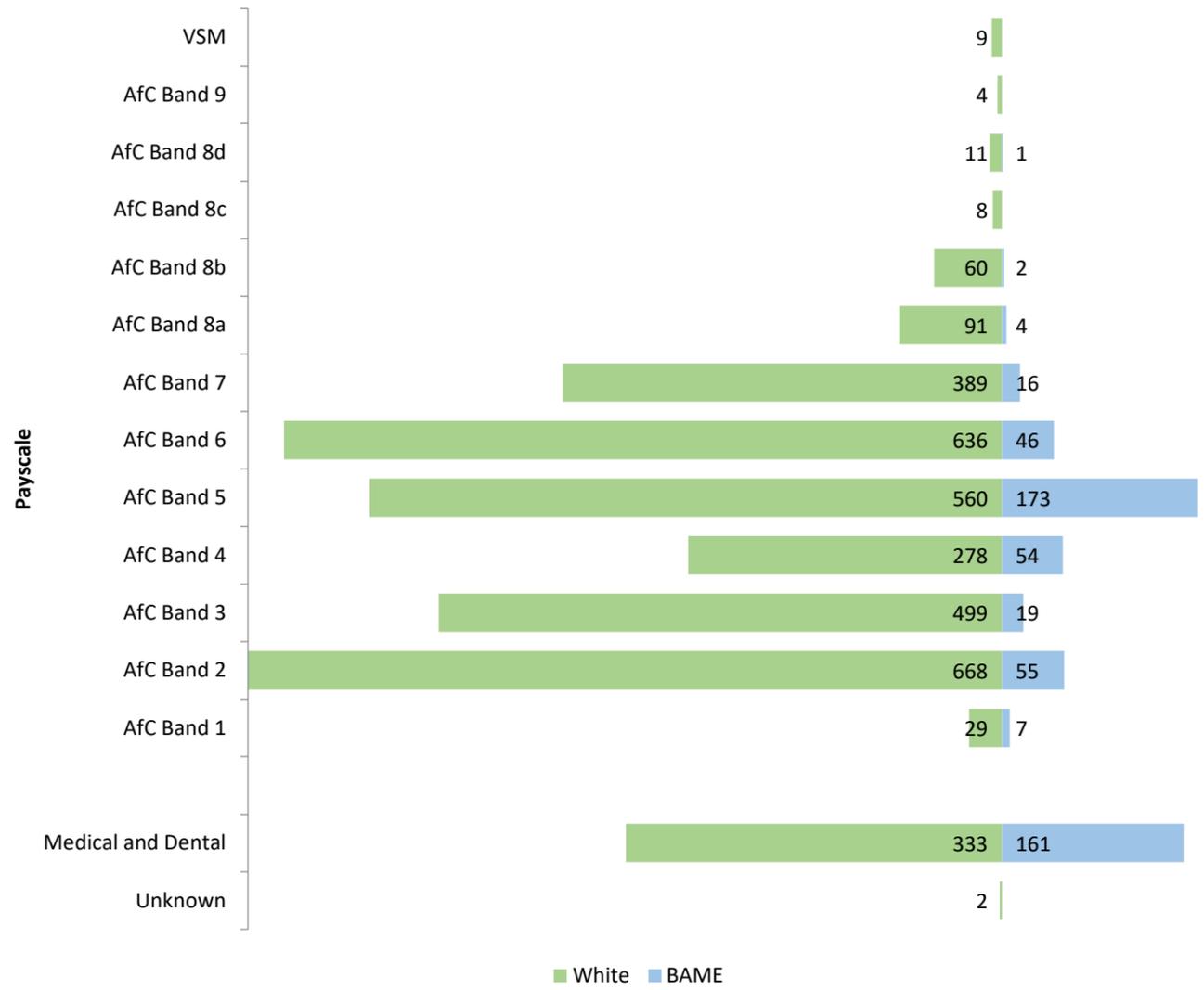
	2017	2018
White Other	9%	11%
White	5%	4%

With increased engagement with the staff survey the reports of bullying/harassment from patients and visitors has increased. We expect to see increases when staff feel confident and listened to, to be able to tell their story. The equal opportunities score has increased which reflects the work to promote the leadership programmes and reverse mentoring.

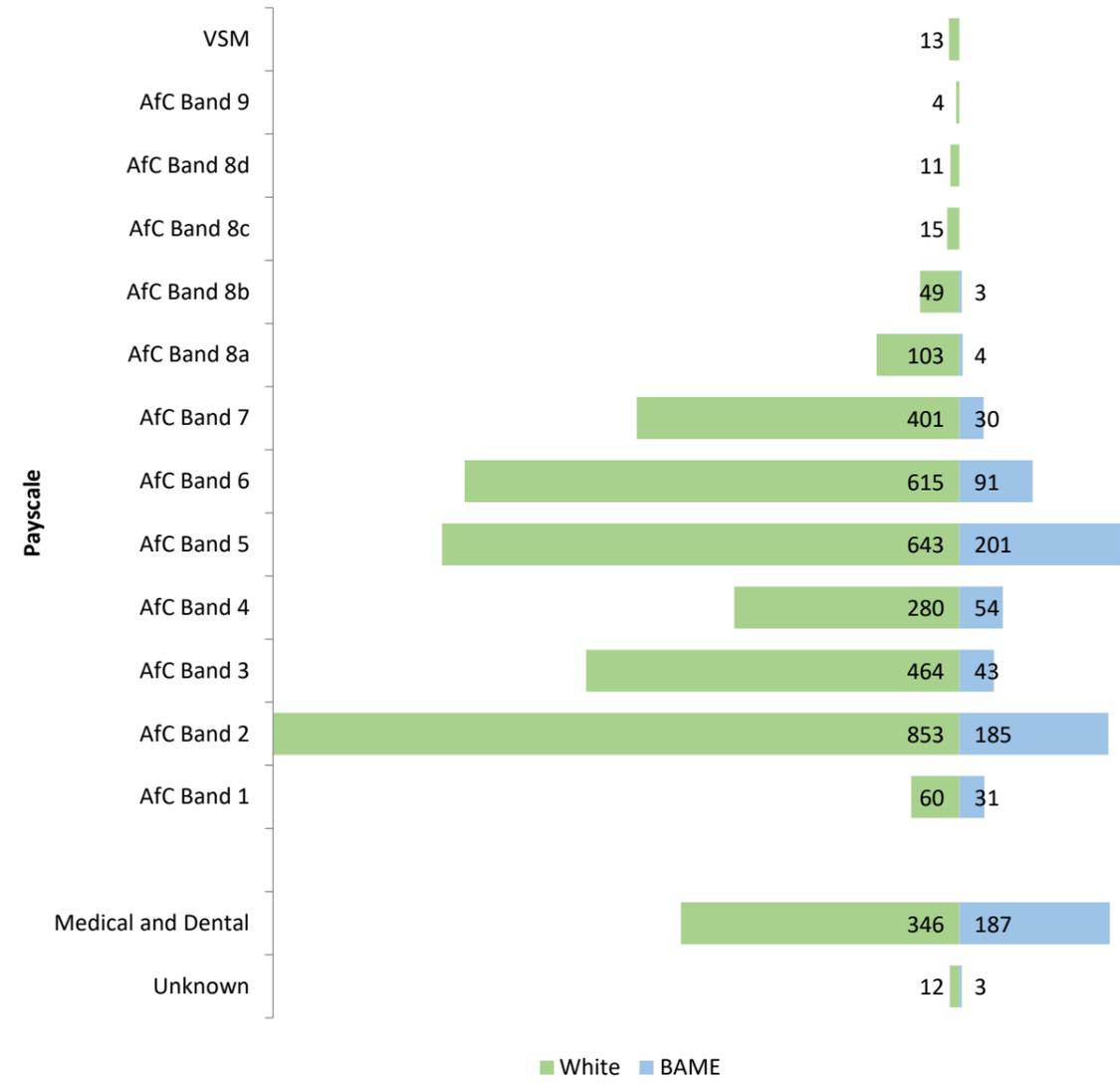
Appendix B



Poole Workforce Tree (Headcount) with Ethnicity Split as at 31/03/2020

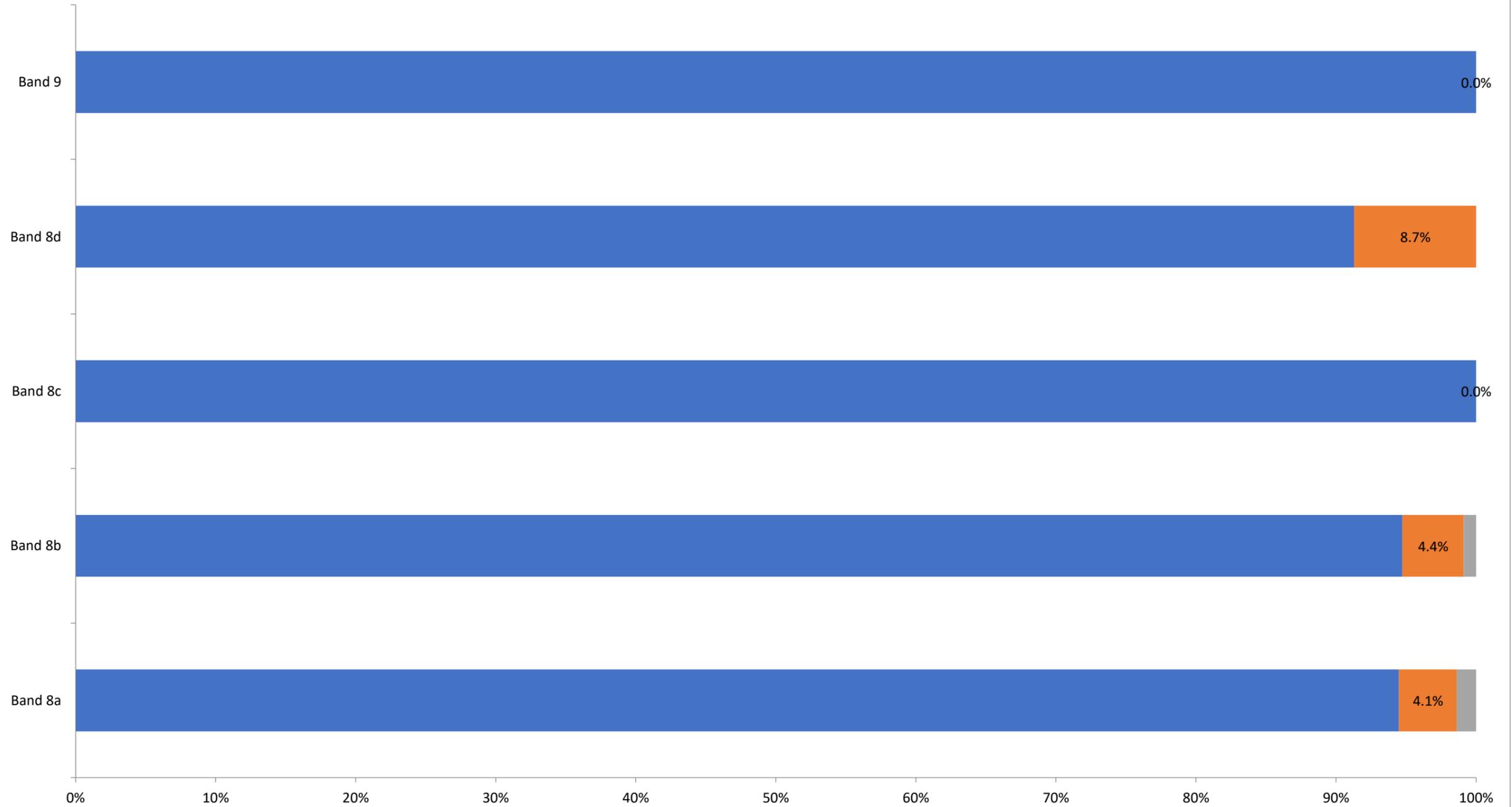


RBCH Workforce Tree (Headcount) with Ethnicity Split as at 31/03/2020



WRES indicator	Poole Hospital		Royal Bournemouth & Christchurch Hospitals	
	2019	2020	2019	2020
2: relatively likelihood of staff being appointed from shortlisting across all posts	1.49	1.66	1.16	1.78
3: relatively likelihood of staff entering the formal disciplinary process as measured by entry into a formal disciplinary investigation	1.24	0.88	0.76	1.18
4: relatively likelihood of staff accessing non-mandatory training and CPD	0.75	1.00	0.95	0.93
9: percentage difference between the organisations Board voting membership and its overall workforce (note: new Board in place 1/10/20 for UHD)	-9.9%	-12.7%	-8.3%	-9.8%

Ethnic Composition of UHD (Headcount Ratio)



	Band 8a	Band 8b	Band 8c	Band 8d	Band 9
■ White	94.5%	94.7%	100.0%	91.3%	100.0%
■ BAME	4.1%	4.4%	0.0%	8.7%	0.0%
■ Not Recorded	1.4%	0.9%	0.0%	0.0%	0.0%

WRES indicator	Action	Progress review	Timescale	Lead
<p>Indicator 5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.</p>	<p>Freedom to Speak Up Guardians Continue to raise awareness of the Freedom to Speak Up Guardians and encourage staff to report incidents</p> <p>Staff Network Continue to support and endorse the BAME staff network in engaging and representing the workforce members at all levels in the organisation.</p> <p>Hate Crime Progress active membership of the pan Dorset Hate Crime Network (Prejudice Free Dorset) to work across boundaries to reduce hate crimes in Dorset.</p> <p>Signing the Hate Crime Charter</p>	<p>Equality, Diversity and Inclusion committee (EDIC)</p> <p>Workforce Committee (WFC)</p> <p>Staff survey and staff impressions surveys Freedom to Speak Up reports</p> <p>Evaluation and feedback of workshops and events</p>	<p>June 2021</p>	<p>Freedom to Speak Up Guardian EDIC Diversity & Inclusion Lead</p> <p>Staff Network leads</p>
<p>Indicator 6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.</p>	<p>Equality and Diversity Training. Further develop bias reduction workshops and information for line managers and recruitment staff.</p> <p>Develop micro-aggression workshops in collaboration with (all) staff networks</p> <p>Staff Network Continue to support and endorse the BAME staff network in sharing their lived experiences and delivering allies and micro aggression workshops</p> <p>Develop a communications action plan with the staff networks, supporting significant events and dates, raising awareness of lived experience and digital story telling</p>	<p>EDIC Workforce Committee (WFC)</p> <p>Staff survey and staff impressions surveys</p> <p>FTSU reports</p>	<p>June 2021</p>	<p>Diversity and Inclusion Lead</p> <p>Communications team</p> <p>Staff network leads</p>

<p>Indicator 2 Likelihood of being appointed from shortlisting across all posts</p> <p>Indicator 4. Staff accessing non-mandatory training and CPD</p> <p>Indicator 7. Percentage believing that trust provides equal opportunities for career progression or promotion.</p>	<p>Review of recruitment practices and process from promoting, recruiting and appointing.</p> <p>Continue to promote targeted opportunities available through NHS South West Leadership Academy, including Stepping Up and WRES Expert programme</p> <p>Continual review of leadership and talent management offers, internal and external, to ensure we positively promote and support applications from under represented staff groups.</p>	<p>HR Recruitment team</p> <p>EDIC WFC</p> <p>Staff survey and staff impressions surveys</p>	<p>June 2021</p>	<p>Diversity & Inclusion Lead</p>
<p>Indicator 3 Staff entering formal disciplinary process</p> <p>Indicator 8. In the last 12 months have you personally experienced discrimination at work from any of the following: Manager/team leader or other colleagues</p>	<p>Bias reduction and micro-aggression workshops Staff survey engagement Freedom to Speak up</p>	<p>EDIC WFC</p>	<p>June 2021</p>	<p>Diversity & Inclusion Lead Network leads</p>
<p>Indicator 9 Percentage difference between the organisations' board voting membership and its overall workforce.</p>	<p>Research already completed by, Director of Organisational Development, with plan to increase BAME representation to 15% by 2025 for Bands 8a and above (appendix b)</p>	<p>EDIC WFC HR</p>	<p>June 2025</p>	<p>CEO/Director of OD EDIC</p>