

WRES/WDES Action Plan 2020	WRES/WDES	DATA	Action																										
3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels.	1. % of staff in each AfC Band 1 - 9 and VSM compared with the % of staff in the overall workforce	<table border="1"> <thead> <tr> <th>Band 6-7</th> <th>Clinical</th> <th>Non-Clinical</th> </tr> </thead> <tbody> <tr> <td>BME 2018</td> <td>7.22%</td> <td>4.30%</td> </tr> <tr> <td>BME 2019</td> <td>7.95%</td> <td>4.52%</td> </tr> <tr> <td>Disabled 2019</td> <td>5%</td> <td>11%</td> </tr> </tbody> </table>	Band 6-7	Clinical	Non-Clinical	BME 2018	7.22%	4.30%	BME 2019	7.95%	4.52%	Disabled 2019	5%	11%	1. To create and implement a Talent Management Strategy for all staff with specific reference to support for protected groups. Actively encourage staff from BAME Bands 1-9 to progress through the Talent Strategy. 2. Talent Management Programme targeting lower bands to feed Devon High Potential Scheme. 3. All Leadership and Development programmes to be Equality monitored. 4. Stepping Up video to promote progression of BAME staff/share dates with managers. 5. Targeted recruitment for prospective staff who have a disability. 6. Further develop pre/post OSCE support for overseas nurses.														
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	BME 2018	7.22%	4.30%																										
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2. Relative likelihood of staff being appointed from shortlisting across all posts	<table border="1"> <thead> <tr> <th>WRES 2019</th> <th>WRES 2020</th> <th>WDES 2019</th> <th>WDES 2020</th> </tr> </thead> <tbody> <tr> <td>0.76</td> <td>0.85</td> <td>1.85</td> <td>0.93</td> </tr> </tbody> </table> <p>2018 and 2019 data shows relative likelihood of White member of staff being appointed compared to BME staff</p>	WRES 2019	WRES 2020	WDES 2019	WDES 2020	0.76	0.85	1.85	0.93	7. Targeted recruitment of under represented groups. Utilise disability confident and model employer criteria. Advertising via different processes/interviews to include an EBF member. 8. Training for managers during recruitment/training around unconscious bias.																			
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3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. The indicator will be based on data from a 2 year rolling average of current year and the previous year.	<table border="1"> <thead> <tr> <th>WRES 2019</th> <th>WRES 2020</th> <th>WDES 2019</th> <th>WDES 2020</th> </tr> </thead> <tbody> <tr> <td>BME no more likely than White staff</td> </tr> </tbody> </table>	WRES 2019	WRES 2020	WDES 2019	WDES 2020	BME no more likely than White staff	9. Conduct an ethnographic study of all PCS staff member from appointment to understand their experiences of the process. 10. A review of our informal intelligence through a just and learning culture to triangulate the experience of staff/data/processes.																						
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7. NHS % believing that Trust provides equal opportunities for career progression or promotion.	<table border="1"> <thead> <tr> <th>WRES</th> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>86%</td> <td>77%</td> </tr> <tr> <td>2020</td> <td>86%</td> <td>82%</td> </tr> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> <tr> <td>2019</td> <td>87.00%</td> <td>76.00%</td> </tr> <tr> <td>2020</td> <td>87.00%</td> <td>77%</td> </tr> </tbody> </table>	WRES	White	BME	2019	86%	77%	2020	86%	82%	WDES	Non-Disabled	Disabled	2019	87.00%	76.00%	2020	87.00%	77%	11. Improve disclosure of Equality data, especially in areas of Disability/Ethnicity/Sexuality and Religion. To enable targeted engagement. 12. Produce a Communications strategy to encourage staff to self declare on ESR. Utilitise the EBF Representatives to encourage all their contacts to declare their equality data on ESR.									
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3.3 Training and development opportunities are taken up and positively evaluated by all staff.	4. Relative likelihood of staff accessing non-mandatory training and CPD.	<table border="1"> <thead> <tr> <th></th> <th>WRES</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>0.80%</td> </tr> <tr> <td>2020</td> <td>0.80%</td> </tr> </tbody> </table>		WRES	2019	0.80%	2020	0.80%	13. Ensure all training packages are inclusive and reflect the needs of the Organisation. To include digital inclusivity 14. Update all Diversity and Inclusion training including Induction and 3-yearly online mandatory training. 15. Create awareness training on cultural differences and how to manage a diverse workforce. 16. Create a representative pool of mentors.																				
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3.4 When at work staff are free from abuse, harrassment, bullying & violence from any source.	5. NHS % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.	<table border="1"> <thead> <tr> <th>WRES</th> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>22%</td> <td>26%</td> </tr> <tr> <td>2020</td> <td>25%</td> <td>31%</td> </tr> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> <tr> <td>2019</td> <td>22%</td> <td>26%</td> </tr> <tr> <td>2020</td> <td>24%</td> <td>27%</td> </tr> </tbody> </table>	WRES	White	BME	2019	22%	26%	2020	25%	31%	WDES	Non-Disabled	Disabled	2019	22%	26%	2020	24%	27%	17. Ensure patients and the public are aware of their responsibilities to respect our staff and behave in a way which does not discriminate. 18. Start a campaign of zero tolerance of abuse against staff from patients.								
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6. NSS % of staff experiencing harrassment, bullying or abuse from staff in the last 12 months.	<table border="1"> <thead> <tr> <th>WRES</th> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>23%</td> <td>24%</td> </tr> <tr> <td>2020</td> <td>22%</td> <td>21%</td> </tr> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> <tr> <td>2019</td> <td>16%</td> <td>26%</td> </tr> <tr> <td>2020</td> <td>15%</td> <td>29%</td> </tr> <tr> <th>Managers</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> <tr> <td>2019</td> <td>10.50%</td> <td>15.00%</td> </tr> <tr> <td>2020</td> <td>8%</td> <td>18%</td> </tr> </tbody> </table>	WRES	White	BME	2019	23%	24%	2020	22%	21%	WDES	Non-Disabled	Disabled	2019	16%	26%	2020	15%	29%	Managers	Non-Disabled	Disabled	2019	10.50%	15.00%	2020	8%	18%	19. Roundtable discussions set up to address Bullying & Harrassment issues. To develop and embed a robust communication strategy to effectively engage and inform staff where they can gain support. 20. Update Acceptable Behaviour policy. 21. Do an audit of the number of BH cases there have been in the last 12 months. How often has mediation been used? Are there any hot spots? 22. Create training package and deliver at induction and mandatory training 23. The Anti-Bullying network will be identifiable to all staff as people who can be approached to assist and signpost. 24. Communication, Chief Executive Blog, Posters, ICON.
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4b. % of disabled (D) staff compared to non-disabled (ND) saying the last time they experienced harrassment, bullying or abuse at work, they/a colleague reported it.	<table border="1"> <thead> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>49%</td> <td>44%</td> </tr> <tr> <td>2020</td> <td>48%</td> <td>47.50%</td> </tr> </tbody> </table>	WDES	Non-Disabled	Disabled	2019	49%	44%	2020	48%	47.50%	25. Campaign to encourage all staff to report incidents via the reporting system datix.																		
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6. NSS staff saying they have felt pressure from their manager to come to work despite not feeling well enough to perform their duties.	<table border="1"> <thead> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>26%</td> <td>34.00%</td> </tr> <tr> <td>2020</td> <td>22%</td> <td>32%</td> </tr> </tbody> </table>	WDES	Non-Disabled	Disabled	2019	26%	34.00%	2020	22%	32%	26. To develop and embed a robust communication strategy to engage and inform staff where they can go for support.																		
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<p><b>3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives.</b></p>	<p>8. NSS Employer has made adequate adjustment(s) to enable them to carry out their work.</p>	<table border="1"> <tr> <td>2019</td> <td>78.50%</td> </tr> <tr> <td>2020</td> <td>78.30%</td> </tr> </table> <p><b>WDES</b></p>	2019	78.50%	2020	78.30%	<p>27. Film produced and shared at All Managers in Nov 2019. Awaiting ratification of RA policy. Cascade to all managers and staff. Training made available to managers regarding RA during sickness and recruitment training.</p> <p>28. Ensure that the importance of considering reasonable adjustments is communicated to all managers.</p> <p>29. Support and training for managers to enable staff to work flexibly.</p> <p>30. Encourage staff to self report on ESR. Advertise in the weekly Bulletin, include in Induction and Mandatory Equality Training the importance of reporting equality information.</p>																							
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<p><b>3.6 Staff report positive experiences of their membership of the workforce.</b></p>	<p>9(a) NHS Staff engagement score.</p> <p>9(b) Action to facilitate the voices of Disabled staff.</p> <p>7. NHS % of staff saying they are satisfied with the extent to which the organisation values their work.</p> <p>8. In the last 12 months, have you personally experienced discrimination at work from any of the following? Manager/Team Leader and other colleagues.</p>	<table border="1"> <thead> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>7.20%</td> <td>6.70%</td> </tr> <tr> <td>2020</td> <td>7.10%</td> <td>6.50%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>WDES</th> <th>Non-Disabled</th> <th>Disabled</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>47.00%</td> <td>31%</td> </tr> <tr> <td>2020</td> <td>48%</td> <td>37%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>WRES</th> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>7%</td> <td>17%</td> </tr> <tr> <td>2020</td> <td>6%</td> <td>10%</td> </tr> </tbody> </table>	WDES	Non-Disabled	Disabled	2019	7.20%	6.70%	2020	7.10%	6.50%	WDES	Non-Disabled	Disabled	2019	47.00%	31%	2020	48%	37%	WRES	White	BME	2019	7%	17%	2020	6%	10%	<p>30. The Disability Enablement Focus Forum (DEFF) has been formed consisting of staff who have a disability/LTC. They will act as a reference group who will share their stories and mentor new employees who have a disability or a manager who has a member of staff who has a disability/LTC if needed.</p> <p>30 (a)Reverse Mentoring 30(b)Targeted engagement with WDES and WRES to understand what would make a real difference 30(c)Networking Day</p> <p>31. Converse with DEFF and understand how we address this</p> <p>31. Management Passport</p> <p>32. Targeted Engagement</p> <p>33. Bespoke module within Leadership Training regarding Diversity and Inclusion</p> <p>34. Build a culture where staff are able to raise issues at work.</p> <p>35. Regularly engage with all overseas staff and support their experience of the organisation.</p>
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<p><b>4.1 Boards and senior leaders routinely demonstrate their commitment to promoting Equality within and beyond their organisations.</b></p>	<p>9. % difference between the Organisations Board voting membership and its overall workforce</p>	<table border="1"> <thead> <tr> <th>WRES</th> <th>White</th> <th>BME</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>7%</td> <td>-5.70%</td> </tr> <tr> <td>2020</td> <td>10.00%</td> <td>-6.20%</td> </tr> </tbody> </table>	WRES	White	BME	2019	7%	-5.70%	2020	10.00%	-6.20%	<p>36. Continue to ensure positive action in Board Recruitment Process.</p> <p>37. A D&amp;I Representative on the People Committee to ensure all D&amp;I groups are given a voice.</p>																		
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<p><b>4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination.</b></p>			<p>38. Create a group of Networks that are representative of the Workforce.</p> <p>39. Create a robust communication system to cascade all D&amp;I information to staff</p> <p>40. Conduct an audit of existing procurement contracts to ensure compliance with D&amp;I requirements from all contractors</p>																											