

Response ID ANON-DH32-FNDG-G

Submitted to **Workforce Race Equality Standard (WRES) reporting template - 2017**

Submitted on **2017-11-28 15:23:09**

Introduction

1 Name of organisation

Name of organisation:

Vocare Limited

2 Date of report

Month/Year:

October 2017

3 Name and title of Board lead for the Workforce Race Equality Standard

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

Carl Moffett, Commercial Director

4 Name and contact details of lead manager compiling this report

Name and contact details of lead manager compiling this report:

Angela Cheek (Group Head of Contracting)

5 Names of commissioners this report has been sent to

Complete as applicable::

All relevant Commissioners of Vocare services

Workforce Race Equality Standard reporting template

6 Name and contact details of co-ordinating commissioner this report has been sent to

Complete as applicable.:

All relevant co-ordinating Commissioners of Vocare services

7 Unique URL link on which this report and associated Action Plan will be found

Unique URL link on which this Report and associated Action Plan will be found:

<http://vocare.org.uk/statements.php#wres>

8 This report has been signed off by on behalf of the board on

Name::

Carl Moffett

Date::

16 November 2017

Background narrative

9 Any issues of completeness of data

Any issues of completeness of data:

Completion of survey data is voluntary and the response rate was 33% (426 responses of a possible 1,302). This is an increase on last year's completion rate of 26.5%

Regional Directors together with their Regional HR Business Partners will be working proactively to improve survey participation in future, and this is a priority in each Region.

10 Any matters relating to reliability of comparisons with previous years

Any matters relating to reliability of comparisons with previous years:

The 2016 report was the first submission and some data was unobtainable or incomplete. Therefore, it has not been possible to draw comparisons with all data fields in the current 2017 WRES reporting template. An ethnicity data cleanse exercise was performed in Winter 2016, and better and more consistent reporting is now taking place. This will allow for future completeness of current and 'previous year' data.

Further to this equal opportunities monitoring and questionnaires are sent out to all new starters with their offer paperwork. Follow up is undertaken if forms are not returned.

Self reporting

11 Total number of staff employed within this organisation at the date of the report:

Total number of staff employed within this organisation at the date of the report:

1,302 substantive employees.

12 Proportion of BME staff employed within this organisation at the date of the report?

Proportion of BME staff employed within this organisation at the date of the report:

At the date of the report the BME staff representation was 24% where ethnicity data was recorded within the business.

13 The proportion of total staff who have self reporting their ethnicity?

The proportion of total staff who have self-reported their ethnicity:

99% of staff who completed the survey reported their ethnicity on their response.

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

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

Following completion of the survey last year, steps have been undertaken to consolidate ethnicity data.

We pro actively record Equality & Diversity data at the new starter set up stage of the recruitment process.

Further to this, all staff HR files were reviewed in Winter 2016 and ethnicity data was extracted and then recorded within the Workforce Management system to enable easier reporting and monitoring within the business.

Whilst the exercise was extensive it was only possible to identify ethnicity for 35% of the employed workforce. Action is being taken to address this further, as detailed in the next response.

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

Are any steps planned during the current reporting period to improve the level of self reporting by ethnicity:

Further activity to ensure compliance needs to be undertaken to abridge the data gap for staff who are missing ethnicity information.

Currently if new starter forms are not returned at the recruitment stage the team actively chase this up. There is also an action plan to be implemented before the next reporting period, to secure ethnicity data for all of the workforce via an electronic survey to capture and improve the data set.

Should there still be gaps after this project is complete, Vocare is currently at the procurement stage of installing a new, more intelligent integrated HR/Payroll system, to capture ethnicity and other data more easily, and to be able to monitor and report on it. The new system will include a 'self service' facility for all staff to complete any missing records, to enable Vocare to progress towards 100% reporting and monitoring in future.

Workforce data

16 What period does the organisation's workforce data refer to?

What period does the organisation's workforce data refer to?:

Calendar month of July 2017

Workforce Race Equality Indicators

17 Percentage of staff in each salary range of £10k compared with the percentage of staff in the overall workforce. Very Senior Managers (VSM) salaries generally begin at £100k (including executive Board members). Organisations should undertake this calculation separately for non-clinical and for clinical staff.

Data for reporting year:

Staff did not identify their pay range or salary in relation to their ethnicity on their survey response.

Data for previous year:

No data was entered for 2016.

The implications of the data and any additional background explanatory narrative Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

Unable to respond with present data state.

In next years 2018 survey, the above Question 17 regarding salary ranges will form part of the Staff Survey, thereby enabling reporting on the findings.

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

Data for reporting year:

The existing HR system does not record or hold this data. This will be addressed by the procurement of a new integrated HR/Payroll system, which will record all shortlisting activity.

Data for previous year:

No data was entered for 2016.

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

Unable to respond with present data state, as above.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

The majority of staff are paid on equal pay rates and therefore this ensures consistency and equality of pay including anti-social hours and weekend working rates,

Therefore it is currently not possible to provide the indicator link to EDS2 as this data was not collected in the survey, as stated above.

19 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.

Data for reporting year:

0.46% BME compared to 1.84% White employees (2017)

2 year average: 1.34% BME compared to 2.15% White

Data for previous year:

2.22% BME compared to 2.47% White employees

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

The overall incidence of disciplinary is low and the difference is insignificant. Staff are well managed.

Following the loss of a substantial service last year in the West Midlands, the overall number of disciplinary cases in the company reduced. This serviced had a diverse workforce which is indicative of the reduction in the above figures.

It is positive that these figures have fallen since 2016, and this may also be due to increased awareness of dignity and respect in the workplace and the presence and awareness of associated policies. Senior management actively promote equal opportunities and are trained to be effective manager and leaders, who are competent in dealing with issues as they arise, informally where possible.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

There has been a significant improvement in the Statutory and Mandatory training undertaken by all staff on Equal Opportunities, which includes Human Rights, and forms part of the induction for all new staff, and is undertaken on the E-Learning for Health portal.

There has been a marked improvement in management and staff training on HR employment relation policies, to promote and ensure staff awareness regardless of job role, location, or protected characteristics. Staff are aware of what constitutes misconduct and gross misconduct, and how to recognise and value diversity.

In each region, two equality and diversity roadshows have been held in 2017 and further roadshows are planned to continue to promote E&D in 2018.

As part of regional WRES action plans there are planned local activities to improve equality of opportunity and widening participation, which includes attendance at University Freshers' fairs, local recruitment events, diversity & inclusion events to promote E&D.

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

Data for reporting year:

Internal training programmes are available to staff, and they are actively encouraged to complete and participate in learning initiatives and learning such as first aid, conflict resolution and how to set objectives in a PDR meeting. Time is allowed for staff to attend training and shifts are planned accordingly to ensure continuity of the service.

Data for previous year:

37.8% BME compared to 41.2% White

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

Training was not previously as accessible as it is now, and action has been taken to address this to ensure 100% compliance of Statutory and Mandatory training.

E-learning For Health modules are available online to all staff, in areas such as Root Cause Analysis, Community Cohesion, Safeguarding Adults, Managing Sick Children, etc, and in-house training programmes are available for all to attend. Completion and compliance rates are monitored through the Vtrain portal by HR Support.

Formal CPD is encouraged and supported, and clinical staff recently undertook training on Root Cause Analysis, for example.

Non-clinical staff are also supported to attend non-mandatory training which is beneficial for their job roles, and an example of this is subject-specific webinars attended by management and delivered by our employment law provider. A webinar provided to all management teams in July 2017 included a webinar on

Discrimination, Equality & Diversity the topics in this session included:

- Understanding what discrimination is as part of the work environment.
- How the Equality Act 2010 impacts employers.
- What a 'Protected Characteristic' is.
- Treating part/fixed term and full-time employees equally.
- Understanding what is meant by an 'Equal Opportunity Policy'.
- Consequences of discrimination/less favourable treatment.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

Training is now available to all staff and is available as e-learning packages. All staff are given the opportunity to undertake job-related training regardless of personal or protected characteristics. Uptake and participation is therefore based on personal preference, mandatory job requirements and resources available.

Corporate training and internal promotions are available to all staff to apply. Vocare has a fair recruitment & selection policy, and adheres to this. All managers are to receive Recruitment & Selection training in 2018.

A new, mandatory appraisal scheme will be introduced for all staff (PDR) in early 2018, and training is being rolled out for managers and staff. Learning and development needs and interests will also be discussed and captured during the appraisal meeting, and will be followed up. Managers will consider operational need and the likely return on investment, in approving training requests.

Workforce Race Equality Indicators

21 KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.

White:

6.3%

BME:

5.4%

White:

41.1%

BME:

61.2%

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

63% (267) of all responses said "never."

In line with the wider NHS, Vocare operates a 'zero tolerance' policy, and staff are trained to handle and challenge aggressive, rude or violent behaviours from patients, their relative and the wider public, either on phone calls or in person. Staff are also trained to escalate such incidents to their managers, who in turn, are trained to handle such matters appropriately.

There has been a significant decrease in the figures since the last reporting period, which is extremely positive.

There have been a number of service improvements made since the last reporting period, and there is currently a focus on the training and/or re-training of managers and staff to ensure their competence and confidence in dealing with patients and the public appropriately.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

EDS2 outcome 3.4 and 4.3

Services are well-led and managed, and staff are trained to handle and challenge unwanted behaviour from patients, relatives and public, and know and when to escalate it to their line managers. The zero tolerance policies are promoted, and are understood and adhered to.

Managers support their staff to work in culturally competent ways within a work environment free from discrimination. Vocare will be rolling out Harassment and Bullying training for all managers and staff across the Regions in 2018, to ensure awareness of the different forms of Harassment and Bullying, how to handle and report incidences of it as a recipient or a line manager, and how to ensure that all individuals are treated with dignity and respect. A workshop on Equality & Diversity is to be included in the induction for all new staff, to look at the practical expectations and obligations placed on all individuals.

22 KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.

White:

13.0%

BME:

14.2%

White:

15.2%

BME:

30.1%

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

88% of all staff said "never". There is a significant decrease in the number of BME staff reporting that they have experienced harassment and bullying from other staff since the last reporting period, which is extremely positive.

All staff undertake Equality & Diversity training, and compliance is monitored by managers.

Management are trained to handle issues which are brought to their attention, with the assistance of the Croner HR support provision and Regional HR Business Partner advice. Managers are also trained to be vigilant for any incidences of poor conduct between members of staff, and to ensure that any misconduct, harassment or bullying behaviour is stopped immediately.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

All staff and managers have received mandatory E&D training which includes Human Rights, and new starters must undertake this within their first week of employment.

There is an Equality & Diversity policy published and available to all staff, which they are obliged to familiarise themselves with. Disciplinary action is taken against anyone breaching this policy and managers are trained and supported to undertake such proceedings.

As above, Managers support their staff to work in culturally competent ways within a work environment free from discrimination. Vocare will be rolling out Harassment and Bullying training for all managers and staff across the Regions, to ensure awareness of the different forms of Harassment and Bullying, how to handle and report incidences of it as a recipient or a line manager, and how to ensure that all individuals are treated with dignity and respect. A workshop on Equality & Diversity is to be included in the induction for all new staff, to look at the practical expectations and obligations placed on all individuals.

23 KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion.

White:

76.2%

BME:

83.7%

White:

53.9%

BME:

28.6%

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

92% of all staff said "yes".

These figures are high, which is positive. Vocare has a fair and transparent approach to career opportunity and promotion, and advertises vacancies and opportunities.

Staff are well-trained at the point of induction and throughout their employment as appropriate, and so they are therefore well placed to apply for any promotion or progression opportunities as they arise. Training and development opportunities are taken up and positively evaluated by staff, and staff members from all protected groups fare as well as (or better than) the overall workforce, which is demonstrated by the figures above.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

Training has been delivered to managers on how to carry out a PDR and set objectives relevant to the role and how to design and implement a Personal Development Plan. HR Business Partners have so far made good progress in delivering this training, with good attendance rates. This training covers equality of opportunity for all and includes succession planning and building 'talent pools'.

There are a number of actions planned across the Regions, to improve equality in this respect, and these include:

- a) All managers to receive Recruitment & Selection training - which leads to a more representative workforce at all levels as it seeks to remove unconscious bias, etc.
- b) Analysis of training opportunities across the regions including the Veight programme
- c) Amendment of the Interview Sheet to include Ethnicity
- d) Making candidate information anonymous
- e) E&D workshops for all new staff as part of their induction
- f) Increased attendance at Careers fairs
- g) Diversity & Inclusion events, which will include career progression as a topic.

24 Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues.

White:

6.8%

BME:

6.6%

White:

13.1%

BME:

30.6%

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

There has been a huge decrease in incidence, and the difference between ethnic groups is insignificant.

All staff and managers have received mandatory E&D training, and new starters have to undertake this within their first week of employment. There is an Equality & Diversity policy published and available to all staff, which they are obliged to familiarise themselves with. Disciplinary action is taken against anyone breaching this policy. EDS2 3.6

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

EDS2 4.1 and 4.3

Managers and staff have received training on Equal Opportunities and Human Rights, and what this means in practice when managing people. With increased proactivity from HR, managers and staff are now more aware of how to treat others with dignity and respect and all are accountable for their actions, and for reporting any unwanted behaviour that they witness.

Workforce Race Equality Indicators**25 Percentage difference between the organisations' Board voting membership and its overall workforce.****White:**

All Board Members are White.

BME:

No current BME representation at Board level.

White:

No data was entered.

BME:

No data was entered.

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

Local Operational Boards are in place, which contain clinical representation. Clinical staff have a large proportion of BME staff, however, the Board for the group as a national company does not. The Board is therefore not currently representative of its workforce as a whole.

According to the last National Census in 2011, and statistics from the last general election in 2017, the BME percentage of the UK population is 14%. Therefore, the Group Board is not representative of the national demographic, however, its workforce is likely to be reflective of the population.

Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective:

The demographic of the Board will change over time, through natural and voluntary wastage. Current Heads of Service may be promoted, and/or new Board members recruited, which may change the demographic. Staff are promoted and recruited using fair selection methods, to select the best person for the post, irrespective of ethnic background.

26 Are there any other factors or data which should be taken into consideration in assessing progress?**Are there any other factors or data which should be taken into consideration in assessing progress?:**

The company has a fair Recruitment and Selection policy and actively promotes Equality & Diversity in all aspects and activities of such. Through these practices, all candidates are given equal opportunities and fair treatment. Some posts such as GPs tend to attract more BME applicants due to the demographic of qualified GPs. Local Clinical workforce will therefore represent local workforces more closely.

A staff survey was conducted in July 2017, incorporating questions on Equality & Diversity to enable one coordinated response per employee. Uptake rate was higher than in 2016, which is positive, and systems are now in place to record and monitor E&D information at the point of recruitment and throughout the employment life cycle.

A project is in place to deliver this, and a questionnaire is being sent to all staff without a record of ethnicity.

27 Organisations should produce a detailed WRES action plan, agreed by its board. It is good practice for this action plan to be published on the organisation's website, alongside their WRES data. Such a plan would elaborate on the actions summarised in this report, setting out the next steps with milestones for expected progress against the WRES indicators. It may also identify the links with other workstreams agreed at board level, such as EDS2. You are asked to provide a link to your WRES action plan in the space below.

Organisations should produce a detailed WRES Action Plan, agreed by its Board. Such a Plan would normally elaborate on the actions summarised in section 5, setting out the next steps with milestones for expected progress against the WRES indicators. It may also identify the links with other work streams agreed at Board level, such as EDS2. You are asked to attach the WRES Action Plan or provide a link to it.:

To address the findings of this report, Regional Directors and Regional HR Business Partners are writing action plans to address the WRES findings, and to implement proactive and positive measures and activities which promote and develop Equality & Diversity across the company.