

# Workforce Race Equality Standard (WRES) – action plan 2020–2021

## Workforce Race Equality Standard (WRES): Summary of actions 2020–2021

This table provides an overview of the actions identified for this year’s WRES action plan and demonstrates how these actions align with the Spire’s People Strategy and the requirements of the People Plan. A more detailed action plan is provided on page 3 of this report.

WRES Objective		Spire’s People Strategy Objectives, Plan & WRES Indicator	Further details
1.0	<b>FIND</b>		
1.1	<p><b>Recruitment &amp; Selection with emphasis on:</b> Ensuring that recruitment and selection practices are inclusive for BAME colleagues and prospective applicants Raising the profile of Spire as an “Employer of Choice” and reducing inequality in recruitment.</p>	<p><b>WRES Indicator 2</b> <b>People Plan 2020–2025:</b> FIND - Analysis of data and use of improvement methodologies to develop processes to ensure recruitment, selection and promotion practices are inclusive to reflect the diversity of the local community and regional and national labour markets.</p> <p><b>Spire Action:</b></p> <ul style="list-style-type: none"> <li>– Take a proactive approach to recruiting BAME colleagues and consider targeted recruitment approaches and/ or positive action including the apprenticeship scheme</li> <li>– Monitor and understand workforce data in relation to protected characteristics of all our colleagues and work to improve the quality of recruitment and selection data for reporting and improvement purposes</li> <li>– Encourage self-declaration of ethnicity</li> </ul>	Page 3
1.2	To hold comprehensive workforce data on all protected characteristic colleagues		
2.0			
2.1	<p><b>Increased focus on BAME colleagues in leadership roles</b> – to have enabling strategies that support BAME colleagues to succeed</p>	<p><b>WRES Indicators 1, 4 &amp; 7</b> <b>People Plan 2020–2025:</b> FIND - Ensure that the workforce leadership is representative of the overall BAME workforce.</p> <p><b>Spire Action:</b></p> <ul style="list-style-type: none"> <li>– Identify opportunities to overcome barriers to progression and career development in conjunction with BAME colleague network</li> <li>– Celebrate significant diversity events</li> <li>– Continue cohort for the Learn, Engage, Apply &amp; Perform (LEAP) and broader apprenticeship programmes</li> <li>– Productive colleague led network conversations about equality with a focus on making tangible progress on EDI for all colleagues</li> </ul>	Page 3

WRES Objective		Spire's People Strategy Objectives, Plan & WRES Indicator	Further details
3.0	<b>GROW</b>		
3.1	<b>Managers equipped with having meaningful and compassionate conversations</b>	<p><b>WRES Indicator 8</b>  <b>People Plan 2020–2025:</b>            GROW – Health and Wellbeing 121 conversations:            Line managers to discuss equality, diversity and inclusion as part of the health and wellbeing 121 conversations recently launched with the overall focus on <b>‘Looking after our people’</b> as the impact of Covid-19 is heightened for BAME colleagues</p> <p><b>Spire Action:</b></p> <ul style="list-style-type: none"> <li>– To ensure risk assessments for vulnerable colleagues, including BAME colleagues are regularly reviewed and appropriate action taken as appropriate</li> <li>– Wide range of guidance and support material available for all colleagues across different methods</li> <li>– Continue to have meaningful engagement with all BAME colleagues across Spire through a variety of ways including our colleague led networks</li> <li>– Continuous improvement of “Black Lives Matter” BAME network to embed a colleague led approach</li> </ul>	Page 8
3.2	<b>Current colleague “Black Lives Matter” network to be reviewed and refreshed</b>		
3.3	<b>Awareness raising across Spire so that all managers and the wider workforce are aware of the values and expectations on behaviours including our wider Equality, Diversity and Inclusion priorities</b>		
3.4	<b>Colleagues are empowered and engaged in the Equality, Diversity and Inclusion agenda and empowered to challenge inappropriate behaviours</b>	<p><b>WRES Indicators 1, 2 8, 5 &amp; 6</b>  <b>People Plan 2020–2025:</b>            GROW – A zero tolerance approach to prevent and challenge bullying, harassment and abuse against colleagues and create a culture of mutual respect</p> <p><b>Spire Action:</b></p> <ul style="list-style-type: none"> <li>– A zero tolerance approach where colleagues are encouraged to raise concerns through our well established Freedom to Speak Up, grievances and whistleblowing processes</li> <li>– Record, analyse data and progress actions for potential ethnicity gaps when entering formal disciplinary processes</li> <li>– Ensure that all colleagues have access to psychological support through the Employee Assistance Programme (EAP) and colleague support line</li> <li>– Discuss EDI as part of health and wellbeing conversations</li> <li>– Launch of a new additional value - Building a culture of respect, collaboration and Inclusion as a positive message on our approach to EDI</li> <li>– Continue to embed EDI strategy and action plan</li> <li>– Encourage self-declaration of ethnicity</li> </ul>	
3.5	<b>Prevent and challenge bullying harassment and abuse against colleagues, and create a culture of mutual respect</b>		
3.6	<b>All BAME colleagues have confidence in self-declaring their ethnicity on our Florence system</b>		
3.6	<b>Ensure Health &amp; Wellbeing initiatives reflects the needs of BAME colleagues</b>		

WRES Objective	Spire's People Strategy Objectives, Plan & WRES Indicator	Further details	
4.0 <b>KEEP</b>			
4.1 <b>Commitment to embedding and making Equality, Diversity &amp; Inclusion a part of everything we do</b>	<p><b>WRES Indicators 1, 2, 5, 6, 7, 8 &amp; 9</b></p> <p><b>People Plan 2020–2025:</b></p> <p>KEEP – Review the governance arrangements to ensure the “Black Lives Matter” BAME colleague network is able to contribute to, inform and influence decision making processes</p> <ul style="list-style-type: none"> <li>– Increased emphasis on measuring real progress on EDI through feedback, data and evaluation</li> </ul> <p><b>Spire Action:</b></p> <ul style="list-style-type: none"> <li>– Continue to embed the “Black Lives Matter” BAME network through consultation and engagement with BAME colleagues</li> <li>– Analyse and monitor data to address changes in BAME diversity on decision making forums</li> </ul>	Page 8	
4.2 <b>Ensure we have a proactive BAME network</b>			
4.3 <b>Ensure BAME diversity balance on decision making forums:</b> Increasing the proportion of BAME voting members and BAME Executive Board members with the aim of being representative of the ethnic diversity of the workforce			

## Workforce Race Equality Standard: Action plan 2020–2025

This table provides the detailed actions to be taken by Spire against our 2020/2021 WRES objectives as outlined in the table above.

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission	Indicators of Improvement	Progress from 2019	RAG Rating						
1.0	<b>FIND</b>													
1.1	<p><b>Recruitment &amp; Selection with emphasis on:</b></p> <p>Ensuring that recruitment and selection practices are inclusive for BAME colleagues and prospective applicants</p> <p>Raising the profile of Spire as an <b>“Employer of Choice”</b> and reducing inequality in recruitment</p>	<p>Take a proactive approach to recruiting BAME colleagues and consider targeted recruitment approaches and/or positive action including the apprenticeship scheme</p> <p>Monitor and understand workforce data in relation to protected characteristics of all our colleagues and work to improve the quality of recruitment and selection data for reporting and improvement purposes</p>	<p>Recruitment Apprenticeship Manager</p> <p>Employee Relations Business Partner Team</p>	<p>March 2022</p> <p>Ongoing</p>	<p><b>Ind2:</b> Likelihood of colleagues being appointed from shortlisting across all posts:</p> <table border="1"> <thead> <tr> <th>White</th> <th>BAME</th> <th>Not known</th> </tr> </thead> <tbody> <tr> <td>0.32%</td> <td><b>0.30%</b></td> <td><b>0.58%</b></td> </tr> </tbody> </table> <p>Relative likelihood of white colleagues being appointed from shortlisting</p> <p>There are more colleagues whose ethnicity is unknown, which will be addressed as an action, however there is a notable improvement of the number of BAME colleagues who are shortlisted for roles being appointed.</p>	White	BAME	Not known	0.32%	<b>0.30%</b>	<b>0.58%</b>	<p>Increase in applications and apprenticeships</p> <p>Increase for ethnicity declarations during recruitment process</p> <p>Spire workforce is representative of the community</p>	<p>New Action</p> <p>A new HR system implemented to track application data. Further work is required to encourage completion of ethnicity data</p>	
White	BAME	Not known												
0.32%	<b>0.30%</b>	<b>0.58%</b>												

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission	Indicators of Improvement	Progress from 2019	RAG Rating												
2.0	<b>KEEP</b>																			
2.1	<b>Increased focus on BAME colleagues in leadership roles</b> – to have enabling strategies that support BAME colleagues to succeed	Identify opportunities to overcome barriers to progression and career development in conjunction with BAME colleague network	Employee Relations Business Partner Team Black Lives Matter BAME Network	Ongoing	<b>Ind1:</b> % of colleagues or Medical and VSM (including exec board members) compared with the % of colleagues in overall workforce. Overall workforce (declared ethnicity)	Engagement Survey	Unfortunately the implementation of our new people system has impacted the amount of data currently available but as we roll out the colleague 'self-service' element, colleagues will be encouraged to self-declare their ethnic background													
		Continue cohort for the LEAP and broader apprenticeship programmes	Apprenticeship Manager	Ongoing	<table border="1"> <thead> <tr> <th colspan="2">Headcount</th> </tr> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td>7428</td> <td>1092</td> </tr> <tr> <th colspan="2">% overall workforce</th> </tr> <tr> <th>White</th> <th>BAME</th> </tr> <tr> <td>75%</td> <td>11% ↓</td> </tr> </tbody> </table> <b>Ind4:</b> Likelihood of white colleagues accessing non mandatory training & CPD compared to BAME colleagues	Headcount		White	BAME	7428	1092	% overall workforce		White	BAME	75%	11% ↓	Number of BAME colleagues taking up the programme	9% from BAME on the programme. Action required to ensure % on the programme reflects the diversity % within the workforce	
		Headcount																		
		White	BAME																	
7428	1092																			
% overall workforce																				
White	BAME																			
75%	11% ↓																			
Celebrate significant diversity events	Communications Team	Ongoing	Likelihood of white colleagues accessing non mandatory training compared to BAME colleagues	Number of articles and feedback	Regularly completed															
Productive colleague led network conversations with a focus on making tangible progress on EDI for BAME colleagues	Employee Relations Business Partner Team	December 2021	At the moment non-mandatory training and CPD is not measured and there is an action to implement one	Number of BAME colleagues accessing non mandatory and CPD	New action															
Implement a process to record non mandatory training & CPD for BAME colleagues	BAME Network	December 2021																		

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission	Indicators of Improvement	Progress from 2019	RAG Rating				
3.0	<b>GROW</b>											
3.1	<b>Managers equipped with having meaningful and compassionate conversations</b>	To ensure risk assessments for vulnerable BAME colleagues are conducted and action taken where appropriate	All Line Managers	Ongoing	<p><b>Ind7:</b> % colleagues believing Spire Group provides equal opportunities for career progression or promotion</p> <table border="1"> <thead> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>	White	BAME			Engagement survey	Completed and supported by line managers	
		White	BAME									
Provide managers with the necessary, training, tools and strategies to enable them to be inclusive, compassionate leaders	Employee Relations Business Partner Team	Ongoing	<p>During 2020 there is no requirement to locally report on this indicator. However, this needs to be included in the next survey for 2021/2022</p> <p><b>Ind8:</b> In last 12 months; have you personally experienced discrimination at work from any of the following; Manager, team leader or other colleague</p> <table border="1"> <thead> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>	White	BAME			Engagement survey	Upskilling of managers on policies			
White	BAME											
3.2	<b>Colleague led “Black Lives Matter” BAME network</b>	<p>Wide range of guidance and support material available for all colleagues across different methods</p> <p>Continue to have meaningful engagement with all BAME colleagues across Spire through a variety of communication platforms</p> <p>Consider new initiatives/proposals from the “Black Lives Matter” BAME network to embed a colleague led EDI approach</p>	ERBP Team	Ongoing	<p>During 2020 there is no requirement to locally report on this indicator. However, this has been included in the next survey</p> <table border="1"> <thead> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>	White	BAME			<p>BAME colleagues feel their physical, mental and psychological needs are met</p> <p>Engagement survey</p>	A colleague led “Black Lives Matter” BAME network launched that will be a platform for consultation and improving EDI	
White	BAME											

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission	Indicators of Improvement	Progress from 2019	RAG Rating								
3.3	<b>Awareness raising across the Spire Group; so that all managers and the wider workforce are aware of the values and expectations on behaviours including our wider diversity and inclusion priorities</b>	<p>A zero tolerance approach where colleagues are encouraged to raise concerns through our well established Freedom to Speak Up, grievance and whistleblowing processes</p> <p>Record, analyse data and progress actions for potential ethnicity gaps when entering formal disciplinary processes</p> <p>Ensure that all colleagues have access to psychological support through the Employee Assistance Programme (EAP) and colleague support line</p> <p>Continue to embed EDI strategy and action plan</p> <p>Colleagues to be asked the mandatory questions within the colleague engagement survey</p>	Head of Communications	Ongoing	<p><b>Ind 1, 2 &amp; 8</b> (see data above)</p> <p><b>Ind5:</b> % colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p> <table border="1"> <thead> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td>15% ↓</td> <td>16% ↓</td> </tr> </tbody> </table> <p><b>Ind6:</b> % colleagues experiencing harassment, bullying or abuse from colleagues in last 12 months</p> <table border="1"> <thead> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td>14% ↓</td> <td>18% ↓</td> </tr> </tbody> </table>	White	BAME	15% ↓	16% ↓	White	BAME	14% ↓	18% ↓	<p>Fewer cases of conflict going through formal processes</p> <p>Fewer complaints of bullying and harassment from colleagues</p> <p>Colleagues are aware of the EAP support and feel comfortable accessing it</p> <p>BAME colleagues feel confident about reporting incidences of bullying and harassment</p> <p>Engagement Survey</p>	<p>Completed and ongoing to raise awareness</p> <p>My HR Cases launched to monitor trends and issues.</p> <p>New Action</p>	
		White	BAME													
		15% ↓	16% ↓													
White	BAME															
14% ↓	18% ↓															
<p>Launch of a new additional value – Building a culture of respect, collaboration and Inclusion as a positive message on our approach to EDI</p>	Head of Communications	Ongoing	<p>A slight decrease across both that maybe the impact of the pandemic Covid-19. Further actions to decrease this percentage will be progressed</p>	Engagement survey	New action											
<p>Continue to embed mandatory equality &amp; diversity training for managers that promotes a culture of dignity &amp; mutual respect</p>	ERBP Team	Ongoing		<p>Deliver training to managers</p> <p>Colleague survey shows improvement in quality of EE's</p> <p>Engagement score increased</p>	Delivery completed											

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission	Indicators of Improvement	Progress from 2019	RAG Rating
3.5	<b>Prevent and challenge bullying harassment and abuse against colleagues, and create a culture of mutual respect</b>	Develop and implement a “Code of Conduct” policy and campaign on Dignity & Mutual Respect in the workplace	Head of Communications ERBP Team	September 2021		Engagement Survey	New Action	
		Develop strategies and tools for approaches to informal conflict resolution	ERBP Team	March 2022		Fewer cases of conflict going through formal processes	Upskilling managers to improve capability	
		Continue “Let’s Talk” initiative to provide support to BAME colleagues	Head of Communications	Ongoing		Engagement Survey		
3.6	<b>All BAME colleagues have confidence in declaring their ethnicity in Florence</b>	Develop a communications campaign so that colleagues feel confident about self-recording their protected characteristic in Florence	Head of Communications	March 2022		Increase in declaration rates on Florence	New Action	
3.7	<b>Ensure Health &amp; Wellbeing initiatives reflects the needs of BAME colleagues</b>	Undertake an Equality Impact Assessment on the Health and Wellbeing and related policies as and when they are reviewed, to ensure the needs of BAME colleagues are met and fit for purpose	ERBP Team	March 2022		Engagement Survey	New Action	
4.0	<b>Inclusion – Colleague Experience</b>							
4.1	<b>Commitment to embedding &amp; mainstreaming EDI in everything we do</b>	Colleague led approach to embed EDI	Black Lives Matter BAME network	Ongoing	<b>Indicators 1, 2, 5, 6, 7 &amp; 8 (see data above)</b>	Engagement Survey		
		Engagement with Black Lives Matter BAME colleagues to positively influence and embed the WRES action plan	Black Lives Matter BAME network	Ongoing		BAME colleagues across Spire feel engaged and listened to		



No	Objective	Specific action	Lead	Timeline	2020/2021 WRES Data submission	Indicators of Improvement	Progress from 2019	RAG Rating						
4.2	<b>Ensure we have a proactive “Black Lives Matter” network</b>	Continuously Improve the role and remit of the “Black Lives Matter” BAME network	ERBP Team Black Lives Matter BAME network	Ongoing	<b>Ind9:</b> %difference between board voting membership and overall workforce  <table border="1"> <thead> <tr> <th colspan="2">Voting membership</th> </tr> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td>15.9% ↓</td> <td>-1.9 ↑</td> </tr> </tbody> </table>	Voting membership		White	BAME	15.9% ↓	-1.9 ↑	Engagement survey		
		Voting membership												
White	BAME													
15.9% ↓	-1.9 ↑													
		Hold a series of consultation meetings with BAME colleagues to address current and future needs to maintain a ‘proactive’ approach	ERBP Team Black Lives Matter BAME network	Ongoing		Engagement survey								
4.3	<b>Ensure BAME diversity balance on decision making forums: Increasing the proportion of BAME voting members and BAME Executive Board members with the aim of being representative of the ethnic diversity of the workforce</b>	Review governance arrangements to ensure the ‘Black Lives Matter’ network is able to contribute to and inform decision making processes	ERBP Team Black Lives Matter BAME network	March 2022	<table border="1"> <thead> <tr> <th colspan="2">Exec Membership</th> </tr> <tr> <th>White</th> <th>BAME</th> </tr> </thead> <tbody> <tr> <td>90.9 ↓</td> <td>9.1 ↓</td> </tr> </tbody> </table> <p>Due to the small number of colleagues on the Board there is a disproportionate effect of percentages</p>	Exec Membership		White	BAME	90.9 ↓	9.1 ↓	Engagement survey		
		Exec Membership												
White	BAME													
90.9 ↓	9.1 ↓													
		To review appointments as they arise and seek to ensure that we continue to strive to have a Leadership that reflects the diversity of the local population. Utilising positive action measures within the scope of the Equality Act 2010, as appropriate	HR Director	Ongoing		Number of colleagues appointed								