

REPORT TO THE PUBLIC BOARD

REPORT TITLE	Workforce Race Equality Standard (WRES) Summary Report and Plan 2021
AUTHOR	Simon Howard, Equality, Diversity, Inclusion and Armed Forces Manager
EXECUTIVE SPONSOR	Louise Tibbert, Chief People Officer
DATE OF MEETING	10 August 2021
PRESENTED FOR	Approval
ITEM PREVIOUSLY CONSIDERED BY	Equality, Diversity and Inclusion Steering Group, Hospital Management Committee and People & Culture Committee

Presented For: Definitions

Information	For information only. Not to be discussed at meeting unless members have specific questions.
Discussion	For discussion and possibly future decision. This includes items presented for assurance.
Decision	For approval and/or when any other decision is required

PURPOSE OF THE REPORT

To seek approval of the data collected as part of the Workforce Race Equality Standard (WRES) and the programme of work developed to support improvement.

RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
	Workforce Race Equality Standard is a mandatory programme for all NHS providers. Failure to comply will have a detrimental effect upon the reputation of the Trust.

RISK APPETITE RELEVANT TO THE PAPER (insert relevant section from Risk Appetite Statement from Risk Management Policy)

DOMAIN	TRUST RISK APPETITE LEVEL	DESCRIPTION OF RISK APPETITE
Financial/ Value for Money (VfM)	<i>Open - Willing to consider all potential delivery options and choose while also providing an acceptable level of reward (and VfM)</i>	Prepared to invest for return and minimise the possibility of financial loss by managing the risks to a tolerable level. Value and benefits considered (not just cheapest price). Resources allocated in order to capitalise on opportunities.

THE COMMITTEE IS ASKED TO:

1. Approve the data presented for submission.
2. Approve the Improvement Programme presented

STRATEGIC GOALS THIS REPORT SUPPORTS *(Check all that apply)*

Delivering outstanding care and experience	✓
Recruiting developing and retaining our workforce	✓
Improving and developing our services and infrastructure	✓
Working together with local health and social care providers	✓
Delivering financial sustainability	<input type="checkbox"/>

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	<ul style="list-style-type: none"> Equality and Human Rights Commission Care Quality Commission
NHS Constitution Delivery	<ul style="list-style-type: none"> The NHS provides a comprehensive service, available to all The NHS is accountable to the public, communities and patients that it serves
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications *(Check all that apply)*

Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This report provides a programme designed specifically to improve the offering for staff from black, Asian and minority ethnic communities, but the work laid out will have intersectional benefits for other protected and vulnerable groups.



Outstanding Health and Wellbeing



Outstanding People



Outstanding Patient Care



Outstanding Leadership



Outstanding Communications

Executive Summary

Background	<p>The Workforce Race Equality Standard (WRES) is an obligation for the Trust. Data must be submitted within a specified period (between 1st July and 31st August in 2021) providing information relating to race equality.</p> <p>A plan to demonstrate improvement must be published on the Trust's website by 1st October 2021.</p>
Summary of Key Points	<ul style="list-style-type: none">• Sets out the data required for submission to NHS Improvement as part of the annual Workforce Race Equality Standard (WRES) Programme• Outlines a programme of work to be developed to support improving the Trusts position in relation to the data
Quality Impact	<p>Approximately 9.5% of the Trust's local population identified themselves as part of a BAME community (2011 Census) and over 25% of the Trust's staff group are from BAME communities, however BAME staff are not represented fairly in strategic or decision-making roles.</p> <p>It is acknowledged by the Trust and by NHS England that an effective way to improve services for communities is through representation within employment.</p> <p>By implementing programmes to support fair opportunities for people from BAME communities, the Trust will be able to use their lived experiences to design accessible services which meet the needs of people within our local area; improving the quality of care delivered.</p>
Conclusion	<p>The data collected shows the Trust has further work to do. This report recommends the Board approve the data presented for submission and the plan developed.</p>

Overview

Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS standard contract.

In 2014 the NHS Equality and Diversity Council announced it had agreed action to ensure employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

This is important because studies show that a motivated, included and valued workforce helps deliver high quality patient care, increased patient satisfaction and better patient safety.

In April 2015, after engaging and consulting with key stakeholders including NHS organisations across England, the WRES was mandated through the NHS standard contract, starting in 2015/16.

The WRES measures key metrics over a period to show changes in representation across an organisation.

Basic Information about the Trust

Total number of staff employed within this organisation at the date of the report:	7085
Proportion of BME staff employed within this organisation at the date of the report:	25.6%
The proportion of total staff who have self-reported their ethnicity:	96.7%

Metric 1

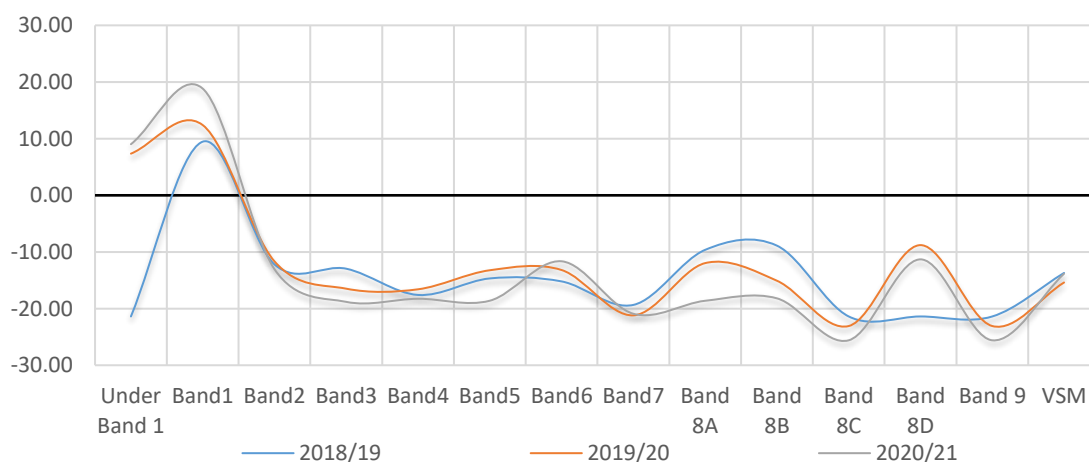
Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.

Organisations should undertake this calculation separately for non-clinical and for clinical staff.

Non-Clinical Staff

	White 2020/21		BME 2020/21		Unknown/Null 2020/21		Total
	Total	%	Total	%	Total	%	
Under Band 1	14	53.85	9	34.62	3	11.54	26
Band 1	3	33.33	4	44.44	2	22.22	9
Band 2	574	85.80	84	12.56	11	1.64	669
Band 3	353	92.17	26	6.79	4	1.04	383
Band 4	233	89.96	19	7.34	7	2.70	259
Band 5	130	90.91	10	6.99	3	2.10	143
Band 6	71	82.56	12	13.95	3	3.49	86
Band 7	61	95.31	3	4.69	0	0.00	64
Band 8A	40	93.02	3	6.98	0	0.00	43
Band 8B	25	92.59	2	7.41	0	0.00	27
Band 8C	12	100.00	0	0.00	0	0.00	12
Band 8D	5	71.43	1	14.29	1	14.29	7
Band 9	6	100.00	0	0.00	0	0.00	6
VSM	5	62.50	2	25.00	1	12.50	8

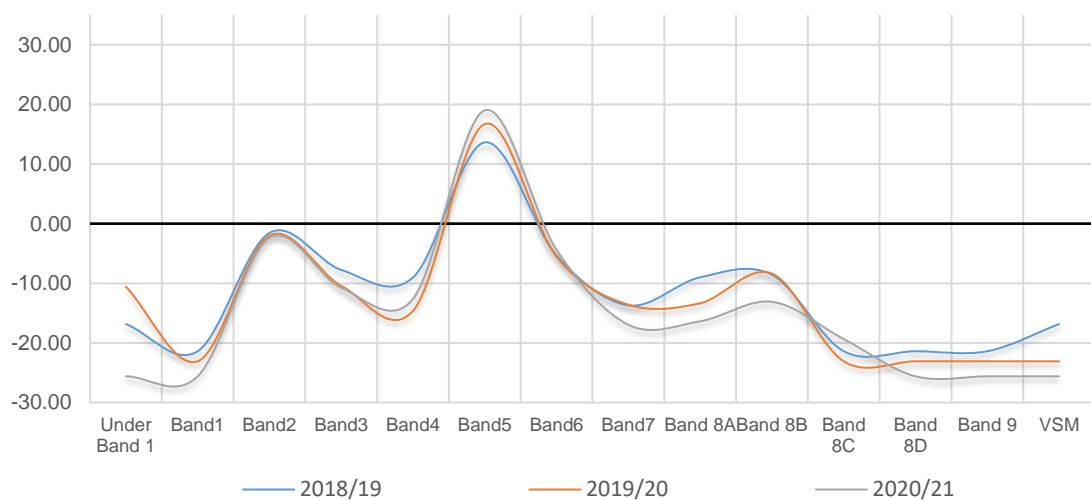
Representation of BME staff vs Organisational Average



Clinical Staff (Excluding Medical)

	White 2020/21		BME 2020/21		Unknown/Null 2020/21		Total
	Total	%	Total	%	Total	%	
Under Band 1	6	100.00	0	0.00	0	0.00	6
Band 1	0	0.00	0	0.00	0	0.00	0
Band 2	699	75.16	216	23.23	15	1.61	930
Band 3	148	84.57	26	14.86	1	0.57	175
Band 4	228	80.00	37	12.98	20	7.02	285
Band 5	682	50.44	603	44.60	67	4.96	1352
Band 6	739	77.87	201	21.18	9	0.95	949
Band 7	520	89.81	50	8.64	9	1.55	579
Band 8A	116	89.23	12	9.23	2	1.54	130
Band 8B	27	84.38	4	12.50	1	3.13	32
Band 8C	14	87.50	1	6.25	1	6.25	16
Band 8D	3	100.00	0	0.00	0	0.00	3
Band 9	1	100.00	0	0.00	0	0.00	1
VSM	1	100.00	0	0.00	0	0.00	1

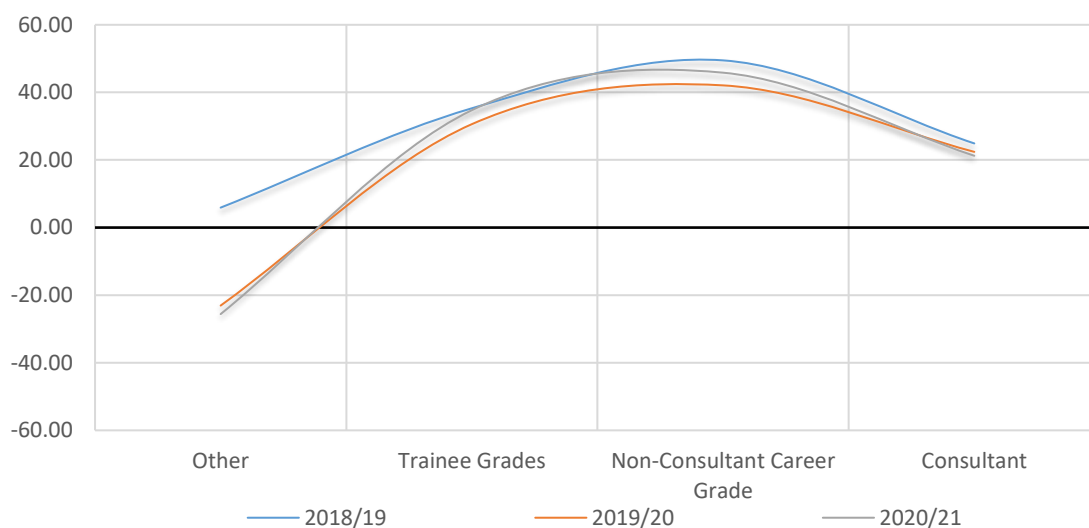
Representation of BME staff vs Organisational Average



Medical and Dental Staff

	White 2020/21		BME 2020/21		Unknown/Null 2020/21		Total
	Total	%	Total	%	Total	%	
Other	0	0.00	0	0.00	0	0.00	0
Trainee Grades	128	27.59	280	60.34	56	12.07	464
Non-Consultant Career Grades	17	26.98	45	71.43	1	1.59	63
Consultant Grades	169	48.56	163	46.84	16	4.60	348

Representation of BME staff vs Organisational Average



Metric 2 – Recruitment

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

	White	BME	Unknown/Null
Number of Shortlisted Applicants	8953	7558	255
Number appointed from shortlisting	849	319	120
Likelihood of shortlisting/appointment	9.48%	4.22%	47.06%
Relative likelihood of White staff compared to BME staff being appointed from shortlisting across all posts			2.25

Metric 3 – Disciplinary Processes

Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. Note: This indicator will be based on data from a two-year rolling average of the current year and the previous year.

	White	BME	Unknown/Null
Number of staff in workforce	5039	1813	233
Number of staff entering formal disciplinary process	30	9	0
Likelihood of staff entering formal disciplinary process	0.60%	0.50%	0.00%
Relative likelihood of BME enter formal disciplinary process compared to White Staff			0.83

Metric 3 – Non-Mandatory Training

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

	White	BME	Unknown/Null
Number of staff in workforce	5039	1813	233
Number of staff accessing non-mandatory training and CPD	3886	1463	182
Likelihood of staff accessing non-mandatory training and CPD	77.12%	80.69%	78.11%
Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME Staff			0.96

Note: Metrics 4 to 8 are drawn from the national systems and do not require submission by the Trust

Metric 9 – Board Representation

Percentage difference between the organisations' Board voting membership and its overall workforce.

	White	BME	Unknown/Null
Total Board Members	14	2	1
of which voting board members	14	2	1
Non-voting board members	0	0	0
Total Board members	14	2	1
of which Exec Board members	5	2	1
Non-executive board members	9	0	0
Number of staff in overall workforce	5040	1814	233
Total Board Members - % by ethnicity	82.4	11.8	5.9
Voting Board Members - % by ethnicity	82.4	11.8	5.9
Non-Voting Board Members - % by ethnicity	0.0	0.0	0.0
Executive Board Members - % by ethnicity	62.5	25.0	12.5
Non-Executive Board Members - % by ethnicity	100.0	0.0	0.0
Overall Workforce - % by Ethnicity	71.1	25.6	3.3
Difference (Total Board - Overall Workforce)	11.2	-13.8	2.6

Improvement Programme

The Trust has collected and submitted WRES data, produced WRES action plans and delivered a range of programmes to support an improved position for the duration of the national WRES programme.

While some areas have been and remain positive, the data shows a consistent picture, broadly unaffected by the interventions made.

NHS England East of England have dedicated significant resource to support the improvement of work racial equality over the past 12 months, culminating in the launch of the Regional Anti-Racism Strategy.

The Trust has developed a plan to implement the recommended actions of this strategy, building on good practice already in place and supporting a wider improvement.

The Vision

The Anti-racism vision set out the purpose of the Anti-racism strategy

- To develop a plan of action in collaboration with key partners that will deliver sustainable and measurable change
- To focus on high priority areas that will make a difference to the lives of our people
- To deliver better health outcomes for our people by focusing on health and wellbeing
- To tackle health inequalities within our workforce and local communities.
- To commit and invest in an ongoing programme of work focused on improving the experience and wellbeing of our Black, Asian, and Minority Ethnic people
- To ensure our people can co-design a long-term strategy “Nothing about me without me”
- Everyone sees equality and inclusion as their responsibility, and we adopt a proactive approach

Experience

Too often our BAME colleagues have told us they are disproportionately impacted by bullying and abuse from patients and members of the public as well as their own colleagues, and BAME colleagues are less likely to believe their organisation provides equal opportunity for career progression compared to their white colleagues

Careers

The data shows our BAME colleagues are significantly less likely to be appointed from shortlisting compared to white colleagues and while broadly, the Trust’s BAME workforce is over-represented in comparison with our local communities, this representation is not true in senior posts.

Data shows BAME staff are employed in roles outside of strategic decision-making, and while our Board is representative of our community, the proportion of voting members from BAME communities is short of representative of our workforce.

Our culture

Highlighted by staff through FTSU and through our BAME Network a common theme has been the lack of cultural awareness and understanding. People feel unsafe in speaking up and too often this impacts on their health and wellbeing. Line managers have a role to play in supporting all our colleagues, but we must support them to be culturally aware and to support them in creating psychologically safe spaces.

Priority Areas for Action

Simon Howard – Equality, Diversity, Inclusion and Armed Forces Manager
Workforce Race Equality Standard (WRES) Summary and Plan 2021 5th July 2021 – Version 1 Draft



In September 2020 a collaboration event held by the Regional Team brought together over 50 attendees from various roles including HRDs, EDI leads and staff network chairs. The purpose of this event was to better understand the experiences of our colleagues and to agree which areas were a priority in supporting our BAME colleagues.

The event concluded the following areas were immediately necessary to improve the support offered to BAME staff:



Leadership and management



Talent and career progression



Racial harassment and abuse
from patients/public

The delivery of these key objectives is supported by an action plan which sets four key goals:

We will support our leaders, managers and people to understand racism, its impact and their role in accelerating change

We will:

- Utilise regional educational resources that help people understand racism and its emotional, mental and physical impact (by 31st December 2021)
 - Hold engagement events with staff on key topics to increase awareness and understanding
 - Internally publish and promote clear links between organisational values, and strategies and all the specific outcomes
- Update in allyship and become active anti-racists (by 31st December 2021)
 - Further develop resources to support staff learning
 - Deliver or support quarterly webinars engaging with staff
 - Widen uptake of reverse/reciprocal mentoring
- Support people to confront racial injustices even when it's uncomfortable (by 31st March 2022)
 - Increase diversity of FTSU guardians
 - Introduce cultural ambassadors
 - Clear and consistent policy and processes to support speaking up including linking Equality Impact Assessments with an assessment of the impact upon Freedom to Speak Up.
- Support a regional charter that sets out and commits to being an anti-racists employer (by 31st October 2021)
 - Sign up to the Business in the Community Race at Work Charter
 - Ensure WRES data and action plan is reviewed quarterly by the EDI Team

What will be different as a result:

1. Our leaders, managers will be culturally aware and competent and will feel confident in supporting our BAME colleagues

2. Our BAME colleagues will trust the organisation will support them when faced with discrimination in the workplace

We will support our BAME colleagues by creating cultures of civility, respect and safety

We will:

- Support and develop our line managers to lead with empathy (by 31st March 2022)
 - Widen and improve our Effective Managers Programme to develop cultural awareness and understanding with associated peer support
- Create psychologically safe environments and support our colleagues to speak up when they experience racism and take swift action (by 31st March 2022)
 - Increase the diversity of FTSU guardians
 - Introduce Cultural Ambassadors
 - Support and expand our BAME staff network to thrive and be part of decision-making processes
- Set clear targets and ambitions and hold each other to account (by 31st March 2022)
 - Delivery of targets set in Model employer
 - Work with system and region to identify additional data sets required to monitor progress
 - Publish ethnicity pay gap

What will be different as a result:

1. Our people will feel safe in speaking up
2. Racism in the workplace will not be tolerated and action will be taken when the organisational values are not upheld
3. We will be able to monitor our progress and adapt our approach when needed

We will address the lack of representation in leadership and decision making

We will:

- Develop our upcoming leaders of the future and ensure equality and inclusion is a key competence of all leaders (by 31st December 2021)
 - Widen and improve our Effective Managers Programme to develop cultural awareness and understanding with associated peer support
- Take provide support to develop colleagues into senior roles (by 31st December 2021)
 - Work with our system partners to support our Stepping Up and Ready Now alumni
- Provide mentorship to colleagues and ensure every executive leader has ongoing access to a reverse mentor (by 31st March 2022)
 - Every executive ad deputy executive leader will have a reverse mentor
 - Offer mentoring to Stepping Up and Ready Now alumni
- Support to colleagues wishing to undertake stretch assignments to work across our system to broaden their experience (by 31st December 2021)
 - Develop a clear and consistent programme that simplifies the process of undertaking stretch assignments.

What will be different as a result:

1. We will actively support our BAME colleagues in their careers
2. Our workforce will be diverse at all levels
3. Our board level representation will be representative of our communities

We will review our policies through an anti-racist lens to ensure they reflect the needs of our staff

We will:

- Develop an agreed process which supports colleagues who receive harassment and abuse from patients and communicate this publicly (by 31st December 2021)
 - Support the development of a consistent policy across the East of England
 - Review the reporting process to make it easy as possible
 - Ensure staff are supported when incidents are raised
 - Develop agreements with local police to ensure swift action is taken
- Update our dignity at work policies to reflect issues such as micro-aggressions and weathering (by 31st December 2021)
 - Policies are reflective of modern society and staff experience
 - Engage staff with policy development
- Support colleagues to speak up and clearly articulate the support they will receive from the organisation (by 31st December 2021)
 - Policies clearly set out what support staff will receive from the organisation
 - Processes in place where concerns can be raised
- Review our recruitment practices to ensure they are inclusive (by 31st December 2021)
 - De-bias recruitment processes from attraction to onboarding
- Review our disciplinary processes to ensure they are inclusive (by 31st March 2022)
 - Review disciplinary processes to ensure there is no room for bias with a view to ensuring no gap between BAME and white staff
- Introduce smart Equality Impact Assessments that consider the effect upon Freedom to Speak Up (by 31st October 2021)
 - Review existing process
 - Link to the new Policy for Development of Policies and Other Procedural Documents

What will be different as a result:

1. Our communities will understand that racism towards our staff will not be tolerated and action will be taken
2. Our people will feel supported by their organisations and will feel more confident to report incidents of abuse and harassment
3. We will put robust mechanisms in place to ensure our disciplinary processes are fair and inclusive