Workforce Race Equality Standard (WRES)

Annual Report and Action Plan

2019/20

Report publishing date: October 2020

Making a positive difference

What is the WRES?

The WRES is a set of nine mandatory indicators that enable the Trust to compare the workplace experiences of black and minority ethnic (BME) and white staff.

The WRES has four indicators specifically focusing on workforce data, four from the NHS Staff Survey, and one requiring organisations to ensure that their Boards are broadly representative of the overall workforce. It requires NHS organisations to close the gap between the workplace experience of BME and white staff for those indicators.

The main purpose of the WRES is to:

- Identify the gap in treatment and experience between white and BME staff
- Allow Trusts to make comparisons with similar organisations on levels of progress over time
- Enable NHS organisations to take remedial action on causes of ethnic disparities in WRES indicator outcomes.

WRES Report 2019/20

Detailed below is the organisation's WRES data which was submitted in August 2020 covering the period 1 April 2019 to 31 March 2020.

	2018/19	2019/20
Number of staff employed within Trust	2586	2672
Proportion of BME staff employed within Trust as at 31st March 2020	12.99% (336 people)	13.81% (369 people)
Indicator 1 Percentage of staff in each of the AfC Bands 1-9 and Very Senior Managers (VSM) compared with the percentage in the overall workforce	Please refer to Appendix 1	
Indicator 2 Relative likelihood of staff being appointed from shortlisting across all posts [A figure above "1" would indicate white candidates are more likely to be appointed from shortlisting]	2.86	2.02
Indicator 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation Note: This indicator is based on data from a two year rolling average of the current year and the previous year. [A figure above "1" would indicate BME staff are more likely to enter the formal disciplinary process]	2.45	1.43
Indicator 4 Relative likelihood of staff accessing non-mandatory training and CPD [A figure above "1" would indicate BME staff are less likely to access non-mandatory training and CPD]	0.97	1.13
Indicator 5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or members of the public	BME: 26.8% White: 27.8%	BME: 33.1% White: 23.7%
Indicator 6 Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	BME: 32.6% White: 19.3%	BME: 22.8% White: 20.3%
Indicator 7 Percentage believing that the Trust provides equal opportunities for career progression or promotion	BME: 64.4% White: 86.1%	BME: 71.0% White: 87.8%
Indicator 8 Percentage of staff who have personally experienced discrimination at work from their manager/team	BME: 16.4% White: 5.4%	BME: 11.3% White: 5.4%

leader or other colleagues in the last 12 months		
Indicator 9 Percentage difference between the organisation's Board voting membership and the overall workforce	-3.9%	+2.9%

Action Plan

This action plan was co-produced with members of our Trust's BME Network and senior leadership at the BME Network Annual Conference on 25 September 2019 and updated in July and August 2020.

Please note that this action plan is a live document that will be updated and amended throughout the year to ensure that the actions and outcomes remain effective in closing the gaps in racial inequality in our Trust.

Objective	Action/s	Timescales	Lead/s	Update (September 2020)	Position
WRES Indicator 1: Improve workforce diversity and representation.	Introduction of BME Inclusion target of 15% BME representation in each of the AfC paybands across the Trust by 2028. Recruitment Action Steering Group (RASG) established in September 2019 to achieve greater diversity and improve workforce equality at all levels of the organisation. Actions identified: 1) Disruption of the interview panel with inclusion advocates: 2) Non-traditional interview process to meet diverse needs 3) Adapting external and internal advertisement of posts to reach out to the local community:	Ongoing	Recruitment Action Steering Group: Suki Khatkar (Chair) Claire Wright (Executive Sponsor) + Representatives from People Services, BME Network and senior leadership.	1) 16 Recruitment Inclusion Guardians have been trained to take part in recruitment process for all vacancies of Band 7 and above with further training across the Staff Networks planned for 2020/21. 2) In development; equality interview questions have been introduced to all interview panels. 3) Advertising poster has been amended to be more culturally sensitive and distributed to local community groups.	Ongoing
WRES Indicator 4: Improve career development opportunities for BME colleagues.	1) Masterclasses from April 2020 to support people to progress in the organisation, to include support with job applications and interview skills. Career coaching in appraisals, even for those who are not sure if they would like to progress. 2) Promotion of development opportunities: Managers and leaders need to know what is available for staff, to include shadowing and secondments to learn about and gain access to other services. 3) Streamline Training Needs Analysis	Report to Equality Forum quarterly on progress.	Faith Sango, Head of People Development With support from EDI Service and BME Network	1) FS is taking this to the next BME Network meeting in October 2020 for a check and agreement and to discuss a small pilot group. 2) A career development page will be updated on the new intranet site and this link will be shared. FS to discuss in detail at the next BME Network meeting. 3) Completed. A new electronic application has	Ongoing

	process: Managers need to be asked more disruptive questions before they refuse an application, and must give a reason why it has been refused.			been introduced and allows People Development team to track applications activity. This process now includes questions on REGARDS.	
WRES Indicator 5, 6 and 8: Target and reduce bullying and harassment in the Trust.	1) Work to be undertaken to identify themes and hotspots across the Trust through triangulation of data from sources including WRES, WDES, Gender Pay Gap, Staff Survey and Freedom to Speak Up Guardian. 2) Implementation of a 'Just and Learning Culture' in the Trust to bring about an inclusive culture that focuses on a remediation approach rather than administering blame when things go wrong. 3) Review leadership development offer to ensure inclusion and compassionate leadership is central to our development offer. 4) 'It's not okay' campaign to be launched to confirm the Trust's zero tolerance approach to any form of harassment, discrimination or violence against its staff, visitors, carers and also towards any individuals who are in receipt of our services.	2020/21	Jaki Lowe, Director of People & Inclusion EDI Service Leadership Development team Communications team	4) 14 members of the Staff Networks participated in the campaign.	
All indicators: Promote understanding of	Reverse Mentoring for Equality, Diversity and Inclusion programme: To be rolled out to wider Trust, especially	Q3-4 2020	Reverse Mentoring Steering Group	Cohort 2 was launched in December 2019 with 16 pairs of mentors and	Ongoing

lived experience of our colleagues from different groups.	senior leaders at Band 7 and above, mentored by a second cohort of colleagues from a BME background.			mentees. Paused in March 2020 due to COVID-19 and relaunched on 31 July 2020 to start taking place virtually. Cohort 3 is planned to include BME mentors and mentors from wider protected characteristics, to be launched in 2020.	
Review and learn from WRES good practice.	1) WRES Experts Programme, designed to support the organisation to embed best practice with regards to race equality. 2) WRES Frontline Staff Forum, representative from DHCFT attends to support the Trust to learn from other organisations' qualitative experience of the WRES. 3) Review WRES National Report for learning what works in other organisations with improving scores.	Oct 2019-present Ongoing When released on NHS WRES website.	Rubina Reza Tray Davidson EDI Service	1) Programme launched on 9 October 2019. Paused for COVID-19. WRES Expert involved in RASG and Action Planning as part of BME Network. 2) Programme started up again in April to focus on supporting members and share organisational updates, including good practice. 3) Replicable good practice case studies published on WRES website. EDI Service to share with WRES working groups e.g. RASG and BME Network Steering Group.	

Appendix 1:

NON-CLINICAL						
	2018/19			2019/20		
Band	White %	BME %	Unknown %	White %	BME %	Unknown %
Under Band 1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Band 1	64.7%	30.6%	4.7%	54.5%	18.2%	27.3%
Band 2	79.2%	15.3%	5.6%	73.6%	22.8%	3.6%
Band 3	90.9%	8.5%	0.6%	89.6%	9.9%	0.5%
Band 4	91.1%	7.1%	1.8%	89.9%	8.4%	1.7%
Band 5	80.8%	13.5%	5.8%	80.7%	14.0%	5.3%
Band 6	97.4%	2.6%	0.0%	93.8%	2.1%	4.2%
Band 7	100.0%	0.0%	0.0%	94.7%	0.0%	5.3%
Band 8a	94.4%	5.6%	0.0%	94.4%	5.6%	0.0%
Band 8b	100.0%	0.0%	0.0%	87.5%	12.5%	0.0%
Band 8c	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Band 8d	100.0%	0.0%	0.0%	83.3%	16.7%	0.0%
Band 9	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
VSM	85.7%	14.3%	0.0%	83.3%	16.7%	0.0%

CLINICAL						
	2018/19			2019/20		
Band	White %	BME %	Unknown %	White %	BME %	Unknown %

Under Band 1	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Band 1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Band 2	76.8%	19.6%	3.6%	70.4%	25.9%	3.7%
Band 3	76.3%	17.3%	6.4%	76.1%	19.3%	4.6%
Band 4	87.6%	8.6%	3.8%	85.7%	11.2%	3.1%
Band 5	83.7%	11.5%	4.8%	83.4%	12.3%	4.2%
Band 6	88.0%	8.7%	3.3%	88.9%	8.4%	2.7%
Band 7	86.4%	10.5%	3.1%	86.2%	11.2%	2.6%
Band 8a	88.9%	6.2%	4.9%	92.6%	6.2%	1.2%
Band 8b	95.2%	0.0%	4.8%	93.5%	3.2%	3.2%
Band 8c	87.5%	0.0%	12.5%	90.9%	0.0%	9.1%
Band 8d	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Band 9	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
VSM	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
of which Medical & Dental						
Consultants	44.0%	46.7%	9.3%	50.0%	42.3%	7.7%
of which senior medical manager	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Non-consultant career grade	30.3%	54.5%	15.2%	29.0%	58.1%	12.9%
Trainee grades	38.9%	44.4%	16.7%	39.1%	52.2%	8.7%
other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%