NHS
Derbyshire Healthcare
NHS Foundation Trust

Workforce Race Equality Standard (WRES)

Annual Report and Action Plan 2020/21

September 2021

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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.

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WRES Data 2020/21

Detailed below is the organisation's WRES data covering the period 1 April 2020 to 31 March 2021.

	2019/20	2020/21
Number of staff employed within the Trust as at 31 March 2020 and 31 March 2021.	2672	2795
Proportion of BME staff employed within Trust as at 31 March 2020 and 31 March 2021.	13.81% (369 people)	15.49% (433 people)
Indicator 1 Percentage of staff in each of the AfC Bands 1-9 and VSM compared with the percentage in the overall workforce	Please see table below	
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]	2.02	1.60
Indicator 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation [A figure above "1" would indicate BME staff are more likely to enter the formal disciplinary process]	1.43 [Note: Indicator based on data from a two-year rolling average of the current year and the previous year]	10.52 2019-20: 10 cases 2020-21: 3 cases [Note: Indicator based on data from current year only, in line with updated 2020/21 WRES guidance]
Indicator 4 Relative likelihood of staff accessing non-mandatory training and CPD	1.13	1.52

[A figure above "1" would indicate BME staff are less likely to access non-mandatory training and CPD]		
Indicator 5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or members of the public	**BME: 33.1%** (52 of 157 responses) **White: 23.7%** (304 of 1283 responses)	**BME: 28.0%** (53 of 189 responses) **White: 22.8%** (314 of 1375 responses)
Indicator 6 Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	**BME: 22.8%** (37 of 162 responses) **White: 20.3%** (259 of 1278 responses)	**BME: 27.5%** (52 of 189 responses) **White: 16.2%** (223 of 1376 responses)
Indicator 7 Percentage believing that the Trust provides equal opportunities for career progression or promotion	**BME: 71.0%** (66 of 93 responses) **White: 87.8%** (770 of 877 responses)	**BME: 72.9%** (86 of 118 responses) **White: 90.6%** (909 of 1003 responses)
Indicator 8 Percentage of staff who have personally experienced discrimination at work from their manager/team leader or other colleagues in the last 12 months	**BME: 11.3%** (18 of 159 responses) **White: 5.4%** (68 of 1267 responses)	**BME: 15.5%** (28 of 181 responses) **White: 4.9%** (67 of 1370 responses)
Indicator 9 Percentage difference between the organisation's Board voting membership and the overall workforce	2.9% (Board Voting Membership from a BME background: 16.7% Overall workforce from a BME background: 13.81%)	1.2% (Board Voting Membership from a BME background: 16.7% Overall workforce from a BME background: 15.49%)

BME representation across the Trust broken down by banding

	NON-CLINICAL						
	2019/20			2020/21			BME representation
Band	White % (#)	BME % (#)	Unknown % (#)	White % (#)	BME % (#)	Unknown % (#)	
Under Band 1	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	+ 0.0%
Band 1	54.5% (6)	18.2% (2)	27.3% (3)	40.0% (2)	20.0% (1)	40.0% (2)	+ 1.8%
Band 2	73.6% (142)	22.8% (44)	3.6% (7)	72.2% (135)	24.6% (46)	3.2% (6)	+1.8%
Band 3	89.6% (172)	9.9% (19)	0.5% (1)	90.3% (176)	8.7% (17)	1.0% (2)	-1.2%
Band 4	89.9% (107)	8.4% (10)	1.7% (2)	91.3% (115)	7.9% (10)	0.8% (1)	-0.5%
Band 5	80.7% (46)	14.0% (8)	5.3% (3)	85.5% (65)	11.8% (9)	2.6% (2)	-2.2%
Band 6	93.8% (45)	2.1% (1)	4.2% (2)	89.1% (49)	1.8% (1)	9.1% (5)	-0.3%
Band 7	94.7% (18)	0.0% (0)	5.3% (1)	84.6% (11)	7.7% (1)	7.7% (1)	+7.7%
Band 8a	94.4% (17)	5.6% (1)	0.0% (0)	100.0% (18)	0.0% (0)	0.0% (0)	-5.6%
Band 8b	87.5% (7)	12.5% (1)	0.0% (0)	88.9% (8)	11.1% (1)	0.0% (0)	-1.4%
Band 8c	100.0% (12)	0.0% (0)	0.0% (0)	84.6% (11)	15.4% (2)	0.0% (0)	+15.4%
Band 8d	83.3% (5)	16.7% (1)	0.0% (0)	85.7% (6)	14.3% (1)	0.0% (0)	-2.4%
Band 9	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	+0.0%
VSM	83.3% (5)	16.7% (1)	0.0% (0)	87.5% (7)	12.5% (1)	0.0% (0)	-4.2%

CLINICAL	
2019/20	2020/21

Band	White % (#)	BME % (#)	Unknown % (#)	White % (#)	BME % (#)	Unknown % (#)	BME representation
Under Band 1	0.0% (0)	0.0% (0)	0.0% (0)	62.5% (5)	37.5% (3)	0.0% (0)	+37.5%
Band 1	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	+0.0%
Band 2	70.4% (38)	25.9% (14)	3.7% (2)	66.0% (31)	27.7% (13)	6.4% (3)	+1.8%
Band 3	76.1% (232)	19.3% (59)	4.6% (14)	72.9% (221)	23.4% (71)	3.6% (11)	+4.1%
Band 4	85.7% (84)	11.2% (11)	3.1% (3)	86.9% (86)	11.1% (11)	2.0% (2)	-0.1%
Band 5	83.4% (277)	12.3% (41)	4.2% (14)	79.7% (278)	16.3% (57)	4.0% (14)	+4.0%
Band 6	88.9% (591)	8.4% (56)	2.7% (18)	88.3% (637)	8.9% (64)	2.8% (20)	+0.5%
Band 7	86.2% (232)	11.2% (30)	2.6% (7)	87.0% (247)	10.6% (30)	2.5% (7)	-0.6%
Band 8a	92.6% (75)	6.2% (5)	1.2% (1)	90.5% (76)	8.3% (7)	1.2% (1)	+2.1%
Band 8b	93.5% (29)	3.2% (1)	3.2% (1)	88.6% (31)	8.6% (3)	2.9% (1)	+5.4%
Band 8c	90.9% (10)	0.0% (0)	9.1% (1)	92.9% (13)	0.0% (0)	7.1% (1)	+0.0%
Band 8d	100.0% (3)	0.0% (0)	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	+50.0%
Band 9	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	-100.0%
VSM	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	+0.0%
of which Medical & Dental							
Consultants	50.0% (39)	42.3% (33)	7.7% (6)	40.3% (31)	57.1% (44)	2.6% (2)	+14.8%
of which senior medical manager	100.0% (1)	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	+0.0%
Non-consultant career grade	29.0% (9)	58.1% (18)	12.9% (4)	31.3% (10)	65.6% (21)	3.1% (1)	+7.5%
Trainee grades	39.1% (9)	52.2% (12)	8.7% (2)	28.6% (8)	64.3% (18)	7.1% (2)	+12.1%
other	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	+0.0%

Action Plan

This action plan was produced in collaboration with our Black, Asian and Minority Ethnic (BME) Staff Network, operational leaders, and senior leadership over August and September 2021.

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.

Indicator	Actions for 2021 (within 12 months)	Lead/s	Deadline	Position
Indicator 1 Percentage of staff in each of the AfC Bands 1-9 and VSM compared with the percentage in the overall workforce	The corporate WRES is to be updated each quarter to allow for more regular monitoring of the indicators. This will enable greater and more accurate monitoring of the effectiveness of targeted actions.		31 March 2022	In progress
	A data working group is to be established to develop a 6-monthly directorate WRES with dashboards to incorporate the WRES and WDES datasets, Staff Survey data etc. to have a more localised understanding of the workplace experiences of staff in directorates, rather than only an overview at corporate level.	Assistant Director of People Operations *with* EDI team, General Managers, and Systems and Information team.	31 March 2022	In progress
	Directorate engagement: directorates to agree their local response to their local directorate WRES. Action Plans to be interrogated by EDI Group.	General Managers *With* EDI Group	31 March 2022	Not started
	Mandatory inclusion objective in every senior leader's appraisal.			Not started
Indicator 2 Relative likelihood of staff being appointed from shortlisting across all posts	Cultural Intelligence HR/Recruitment National Pilot across the Derbyshire system with Above Difference to recruit and progress inclusively with Cultural Intelligence.	Director of People and Inclusion	31 March 2022	In progress

	Recruitment Inclusion Guardians (RIGS): RIGs were introduced to all shortlisting and interview processes at Band 6 and above in April 2021, from just interview panels at Band 7 and above since February 2020. A new RIG assurance process is to be introduced in 2021.	EDI team	31 December 2021	In progress
	Inclusive recruitment workshop with appointing managers. Pilot workshop already delivered.	EDI team	31 March 2022	In progress
Indicator 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	Introduce process for reviewing every race-related incident in the Trust. Task group from EDI Group to include operational, clinical and HR representatives will be organised to create a review pathway.	EDI Group	31 March 2022	Not started
	Introduce an extra escalation point on all cases involving BME staff to include Assistant Director of People Operations and Director of People and Inclusion.	Assistant Director of People Operations	31 October 2022	Not started
Indicator 4 Relative likelihood of staff accessing non-mandatory training and CPD	Deep dive survey across our BME workforce to understand whether career planning and development is taking place consistently. Review the development offer in place for BME staff.	Assistant Director of Organisational Development	31 March 2022	Not started
Indicator 5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or members of the public	Statement on hate crime to be sent out to all Trust staff.	Executive Director of Nursing and Patient Experience	30 September 2021.	Completed

Indicator 6 Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	Refresh induction to focus on the impact of language, behaviour, bullying and harassment, and the difference between banter and harassment.	EDI Advisor	30 September 2021	Completed
	Written process for all to understand the reporting process for bullying, harassment and abuse of staff against staff to be added to the 'It's Not Okay' campaign on Focus.	EDI team	31 October 2021	Not started
Indicator 7 Percentage believing that the Trust provides equal opportunities for career progression or promotion	See action for non-mandatory training (Indicator 4) above.			
Indicator 8 Percentage of staff who have personally experienced discrimination at work from their manager/team leader or other colleagues in the last 12 months	Education/training for staff at higher/management grades on having productive conversations about race with colleagues (particularly when supporting BAME staff raising concerns about treatment in the workplace). Include the opportunity to take part in practice sessions and give/have feedback.			Not started
Indicator 9 Percentage difference between the organisation's Board voting membership and the overall workforce	See actions targeting recruitment (Indicator 2) and BME representation (Indicator 1) above.			