



Workforce Race Equality Standard (WRES) Annual Report

21/22

*proud
to care*

Foreword

I was very excited to be given the opportunity of stepping into the role of BAME Staff Network Chair in August 2022. Since then, I have been able to connect with a vast amount of colleagues who are passionate about our patients, their work, our Trust itself and promoting our equality, diversity and inclusion agenda.

Since 2015, all NHS organisations have been required to demonstrate how they are addressing race equality issues in a range of areas through the Workforce Race Equality Standard (WRES). The purpose of the WRES is to highlight the experience of black and minority ethnic (BAME) people working in the NHS against a range of nine key national indicators in comparison to non-BAME people.

Data for the WRES is compiled from a number of Trust data sources which include workforce, employee relations, learning and development, recruitment and from the NHS Staff Survey. We will continue to work on our WRES two-year action plan to drive through these changes.

As Chair of the BAME Staff Network, I want to see real improvements for colleagues. We know that currently there are barriers faced by our people and a differential experience from BAME colleagues when compared to non-BAME colleagues. As a network, we are committed to reducing the ethnicity gap and will continue to grow our BAME Staff Network to ensure people get the support they need.

Our BAME Staff Network is here to ensure that people's voices are heard and actions are taken to reduce the differential experiences. We want to drive real change and improve the lives of our people to reduce barriers and increase equity. As a network, we are committed to work together on our WRES action plan and objectives to achieve this.

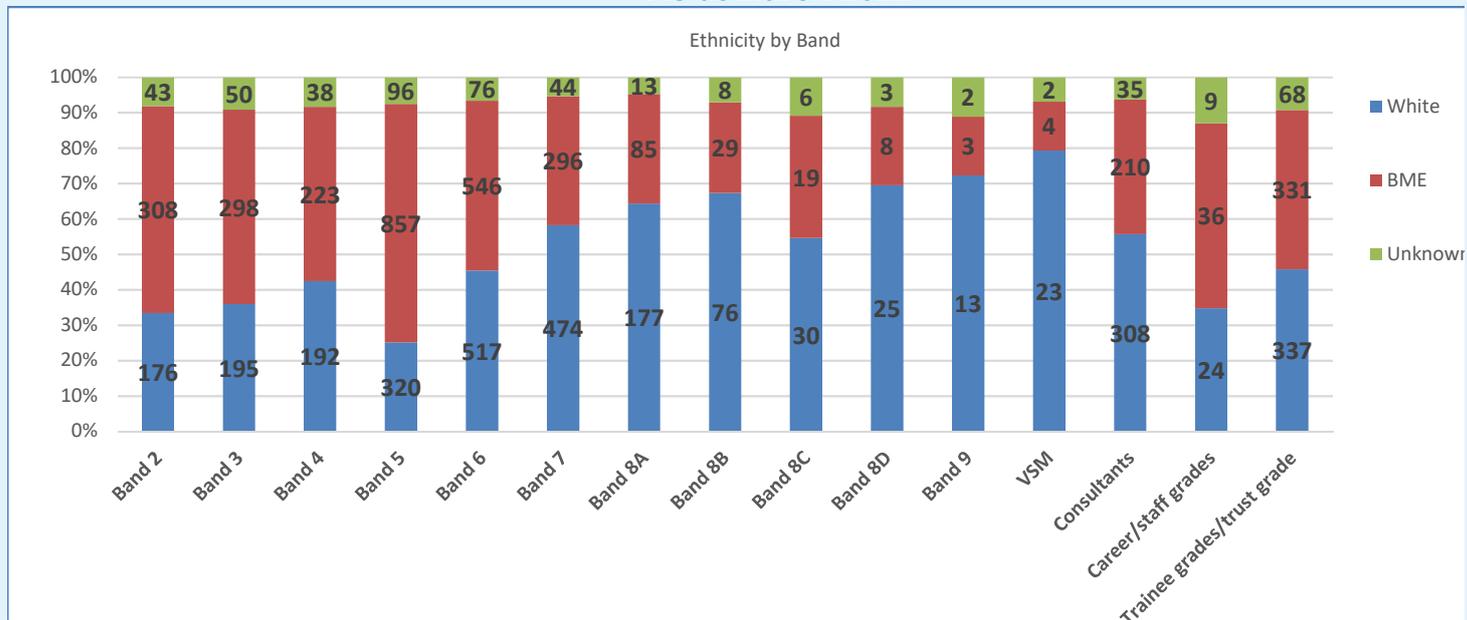


Sheriece Bracey
Associate Director of Improvement & BAME Staff Network Chair

Background

The Workforce Race Equality Standard (WRES) came into effect on 1st April 2015. The standard is designed to improve the representation and experience of Black Asian and Minority Ethnic (BAME) staff at all levels of the organisation – particularly senior management. In the context of the WRES, White staff comprises White British, White Irish and White Other (Ethnicity codes A, B, C) whereas BAME staff comprise all other categories excluding 'not stated'.

Our Workforce Ethnicity Profile As at March 2022



Indicators – summary results for 2021/2022

Table below provides an overview of results against workforce indicators. These do not include data against Agenda for Change (AfC) bandings or staff survey results which can be found in the main body of the report.

WRES Indicator	Trust score 2022	Trust score 2021	Trust score 2020	Trust score 2019	Trust score 2018	Trust score 2017
2 – likelihood of appointment following shortlisting (non-BAME staff)	1.72 Times more likely	1.60 Times more likely	1.40 Times more likely	1.60 Times more likely	1.66 Times more likely	2.40 Times more likely
3 – likelihood of BME staff entering formal disciplinary process	1.77 Times more likely	1.91 Times more likely	2.41 Times more likely	2.65 Times more likely	2.49 Times more likely	2.84 Times more likely
4 – likelihood of access to non-mandatory training/CPD (non-BAME staff)	0.90 Times more likely	1.08 Times more likely	1.03 Times more likely	0.99 Times more likely	1.03 Times more likely	1.08 Times more likely
9 – BME Board Representation (where ethnicity declared)	27.3%	23.1%	5.0%	5.0%	10.5%	13.3%
9 – BME Voting Board Representation (where ethnicity declared)	30.0%	27.3%	5.9%	5.9%	7.7%	9.1%

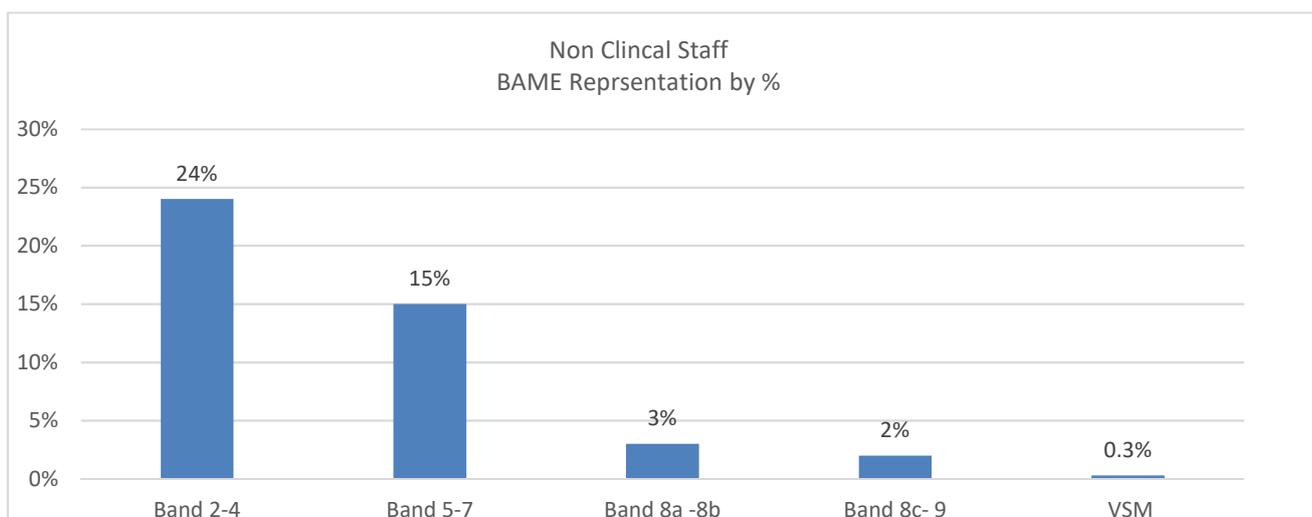
Workforce indicators – Workforce Race Equality Standard

WRES indicator 1 - Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and Very Senior Managers (VSM, including Executive Board members) compared with the percentage of staff in the overall workforce.

Non-clinical staff make up 19.5% of the total workforce (excluding medical staff).

As at March 2022

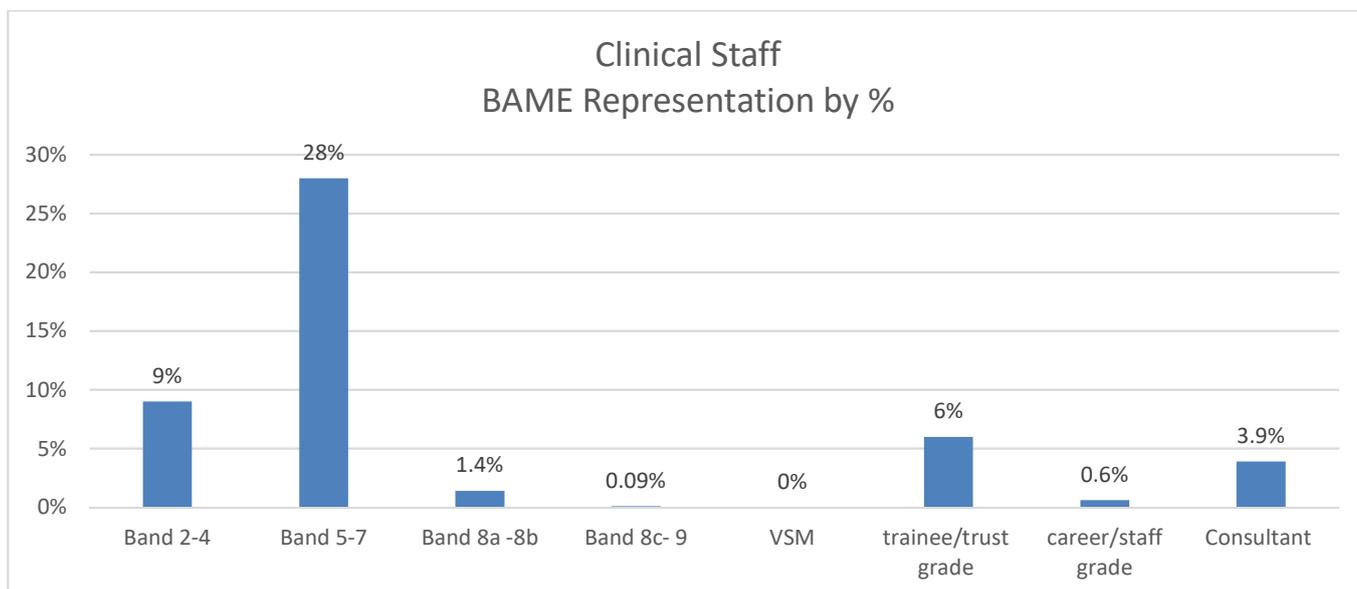
Non Clinical Workforce	Band 2-4	Band 5-7	Band 8a & 8b	Band 8c-9	VSM
1294	24% (313)	15% (193)	3% (34)	2% (25)	0.3% (4)



Clinical staff make up 80.5% of the total workforce.

As at March 2022

Clinical Workforce	Band 2-4	Band 5-7	Band 8a & 8b	Band 8c-9	VSM	Trainee/trust grades	Career/staff grades	Consultants
5339	9% (516)	28% (1506)	1.4% (80)	0.09% (5)	0% (0)	6% (331)	0.6% (36)	3.9% (210)



WRES indicator 2 - Relative likelihood of BAME staff being appointed from shortlisting compared to that of non-BAME across all posts

Relative likelihood of non-BAME staff being appointed following shortlisting	1.72 Times more likely
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WRES indicator 3 - Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of non-BAME staff entering the formal disciplinary process

This indicator is measured by entry into a formal disciplinary investigation – based on a two year rolling average of cases (1st April 2020 – 31st March 2022).

Year	Metric 3 WRES result
2022	1.77 times more likely
2021	1.91 times more likely
2020	2.41 times more likely
2019	2.65 times more likely
2018	2.49 times more likely
2017	2.84 times more likely
2016	2.34 times more likely

WRES indicator 4 - Relative likelihood of BME staff accessing non-mandatory training and CPD compared to non-BAME staff

Year	Metric 4 WRES result
2022	0.90 times more likely
2021	1.08 times more likely
2020	1.03 times more likely
2019	0.99 times more likely
2018	1.03 times more likely
2017	1.08 times more likely
2016	0.70 times more likely

Staff Survey & Board Indicators – Workforce Race Equality Standard

WRES indicators 5 – 8 relate to staff survey findings

WRES Metric	Non-BAME staff score 2021	BAME staff score 2021	Compared to 2020 BAME score
Metric 5 - Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	37.1%	36.3%	39.6%
Metric 6 - Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	25.2%	29.4%	29.1%
Metric 7 - Percentage believing that trust provides equal opportunities for career progression or promotion	59.7%	46.0%	45.2%
Metric 8 - In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	7.8%	16.8%	16.2%

WRES Indicator 9 – percentage difference between the organisations’ Board membership and its overall workforce disaggregated:

- By voting membership of the Board
- By executive membership of the Board

	BAME voting board membership
2022	30.0%
2021	27.3%
2020	5.9%
2019	5.9%
2018	7.7%
2017	9.1%
National Average 2021	12.6%
NWL Average 2021	10.4%
London Average 2021	22.6%

Action plan

WRES Project Plan – August 2022 – March 2024

Key targets:

- WRES indicators improve staff differential experience based on staff with who we identify as BAME compared to staff who we identify as non-BAME
- Understanding our Ethnicity Empathy gap across the Trust and ensuring our robust action plan closes this gap

WRES programme for 22/23

We are committed to the continuing the following actions to help to close the differential experience of BAME staff when compared to the experiences of non-BAME staff:

- cultural awareness programme;
- ambassadors;
- champions programme;
- reverse mentoring programme;
- first decision panel - continuing and building on the work for metric 3;
- training and support for interview panel;
- positive action around talent mapping.

Conclusion

The next steps on the journey of the WRES are to move the NHS on to the stage of advancing race equality by using detailed demographic analysis at organisational level, to encourage local, regional and national operations to implement bespoke improvement measures. System-wide learning is a key ambition for future implementation of the WRES. We will continue to work collaboratively with partner EDI Leads across the system to identify WRES priorities that can be undertaken at a system level.

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Objective		Key Actions	Intended Impact/Outcome	Measure of Impact	Owner
1. Organisational culture creating an organisation that is culturally aware and inclusive	1.1	Review of Equality & Diversity training offer to ensure fit for purpose and, where necessary, development of new programmes	Improved skills amongst staff and staff report equity of experience Staff report a positive impact of this learning on service and workplace culture	Staff Experience Questions People Promise Element 5 People Promise Element 7 Evidence of training CQC Well Led domain	Chief People Officer
	1.2	All staff have access to resources to support their understanding of organisational culture and their role in supporting people from all backgrounds and identities	Staff are clear how to approach complex cultural scenarios as and how to support others to do so	People Promise Element 1 People Promise Element 2 People Promise Element 4	Deputy Chief People Officer and Deputy Director of OD and Learning Development
2. Recruitment and retention	2.1	Enhanced understanding of people's experience of the Trust recruitment process (in a way that shows feedback for different protected groups and between external and internal applicants)	The Trust has a clear baseline for how different groups see the process to enable clear action planning	Staff Experience Staff Morale WRES Indicators 1-4	Associate Director of Resourcing
	2.2	Positive action is used throughout Trust recruitment processes to promote the importance to the workforce of diversity and inclusiveness used in	Targeted messaging is more frequently used in recruitment adverts and performance of the process improves as a result	Staff Experience Staff Morale WRES Indicators 1-4	Associate Director of Resourcing

		recruitment adverts and performance			
3. Bullying and harassment to eliminate the gap between BAME and non-BAME staff re: experience of bullying and harassment	3.1	Leaders across our organisations are equipped with the skills necessary to identify, tackle and prevent opportunities for bullying and harassment occurring (knowledge includes understanding of poor behaviours motivated by prejudice – consciously or unconsciously)	Targeting messaging in relation to prejudice (e.g., racial) is seen to impact on the Trust gaining a better understanding of how to tackle issues head on	Staff Experience People Promise Element 1 People Promise Element 3 WRES Indicators 5-8	Head of Inclusion, Wellbeing and Engagement
	3.2	New Diversity Champions programme developed focusing on support for staff from protected groups	Dynamic programme that quantifies types of issues that require action and reports on how issues are resolved, to be reported via new operational/working group	People Promise Element 1 People Promise Element 3 WRES Indicators 5-8	Head of Inclusion, Wellbeing and Engagement