

<b>Title:</b>	<b>Workforce Race Equality (WRES) 2020/21 Report</b>
<b>Agenda item no:</b>	
<b>Meeting:</b>	Workforce Committee
<b>Date:</b>	May 2021
<b>Presented by:</b>	Pete Sandham – Head of OD, Engagement and Inclusion
<b>Prepared by:</b>	Pete Sandham – Head of OD, Engagement and Inclusion

<b>Purpose of the Report</b>	To provide the committee with oversight of Trust performance relative to the 9 indicators within the Workforce Race Equality Standard. Seek approval for the publication of the data set in line with National reporting requirements.
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<b>Report History</b>	
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<b>What action is required?</b>	The Committee is asked to NOTE and discuss the paper and approve the publication of data in line with National requirements.				
Assurance	Information	<input checked="" type="checkbox"/>	Discussion/input	<input checked="" type="checkbox"/>	Decision/approval <input checked="" type="checkbox"/>

<b>Resource Impact:</b>	None
<b>Relationship to Risk in BAF:</b>	Failure to be a Great Place to Work

<b>Strategic objectives. This report impacts on (tick all that apply)::</b>				
Provide the highest quality care				<input checked="" type="checkbox"/>
Invest in our staff and live out our values				<input checked="" type="checkbox"/>
Drive the development of integrated services				
Cultivate innovation and transformation				
Achieve long-term financial sustainability				
<b>Well Led Framework applicability:</b>			Not applicable <input type="checkbox"/>	
1.Strategy & planning <input checked="" type="checkbox"/>	2. Risk Management	3. Board capability	4. Culture <input checked="" type="checkbox"/>	5. Learning & development
6. Roles & accountabilities	7. Performance management	8. Stakeholder engagement	9. Information analysis	10. Robust <input checked="" type="checkbox"/> information
<b>Publication</b>				
Published on website <input checked="" type="checkbox"/>		Confidentiality (Fol)	Private	Public
[Insert as applicable the Fol exemption basis]				

## 1 BACKGROUND

- 1.1 The overarching intent of the Workforce Race Equality Standard at its inception in 2016 was to provide an impetus to the race equality agenda and to challenge organisations to improve their performance in relation to race equality and diversity.
- 1.2 At a National level, modest improvement in key priority areas between 2016 and 2020 are evident. These include Board Representation (a 3% increase up to 10%) ; increasing numbers of BAME staff in Very Senior Manager positions (up 1.5% to 7%) and reducing the over-representation of BAME staff in disciplinary proceedings.
- 1.3 In other areas however - such as experience of discrimination at work; bullying and harassment; being less likely to be appointed from shortlisting and the staff belief that their NHS organisation provides equal opportunities for career progression or promotion - the latest National figures from 2020 indicate that BAME experience is worse than it was in 2016.
- 1.4 The WRES performance of the RBFT has historically benchmarked favourably relative to NHS wide position – a trend that continues once more this year in large majority of metrics.
- 1.5 The % of BAME staff in the NHS has grown by 4% over the past 4 years up to 21%. At the RBFT, 29% of staff self-report their ethnicity as from a Black, Asian or Minority Ethnic (BAME) background. As such, the key thrust of the WRES remains of vital importance to the Trust as we seek to maintain and further develop our organisational culture.
- 1.6 In recognition for the need for accelerated National level improvement, WRES is being supplemented by a range of National initiatives and mandates in 2021/22. These include the development in March 2021 of 'six National actions' to overhaul recruitment and selection practices and the development of 'Race Disparity Ratio' metrics to assess representational differences across pay bands within organisations. ICS collaboration is being driven as a key vehicle to deliver improvements and to respond to shared challenges across systems.

## 2 WHAT IS THE WORKFORCE RACE EQUALITY STANDARD (WRES)

- 2.1 WRES comprises nine indicators relating to the workforce. The nine indicators cover a range of areas including pay composition of the organisation; recruitment; disciplinary processes and accessing training in addition to a range of measures taken directly from the NHS Staff Survey. The final indicator relates to Board representation.
- 2.2 NHS Organisations are **required** to report the indicators, identifying their current position (as of 31.03.21) and to develop an improvement plan (as required),
- 2.3 Data on the 9 indicators is **required** to be published on the Trust website and shared with commissioners, having secured Board sign off.

### 3 2020/21 RBFT WRES PERFORMANCE

3.1 A summary of the RBFT position for 20/21, with trend indicators and benchmarked performance is presented in the table in Appendix 1. The detail of each indicator is presented below.

#### 3.2 Indicator 1: Percentage of staff in each of the AfC Bands 1-9 and VSM compared with the percentage of staff in the overall workforce.

- Performance against this indicator has improved
- The % of BAME staff in all senior AfC Bands 8a - 9 and VSM positions at the RBFT **continues to grow on a positive, but slow trajectory** – up to 13.5% in 2021 from 13% the previous year.
- In terms of the summary growth over the past 5 years, the % growth in BAME staff in senior roles has increased from 10% to 13.5%. In terms of Headcount increase – this represent a growth from 19 in 2017 up to 44 in 2021.
- The pace of growth remains slow and despite improvements in representation, remains adrift from the overall composition of BAME staff in the RBFT workforce, which at 29% is a 1% increase on previous years.
- The positive growth in the BAME Band 7 population also continues and now stands at 18.4% (over 4% increase since 2017) and offering positive signal for the development pipeline into more senior roles
- The number of BAME Medical consultant's shows a small in year growth and at 27.5% continue to be a diverse and representative group.
- In October 2019 NHSI/E produced **Model Employer Guidance**, which contains aspirational targets for each NHS provider indicating the 10-year growth trajectory in BAME senior managers required to achieve equitable representation by 2028. These targets, and relative trust performance in 2021 is set out in the table below.

Band	2021 NHSE/ Target	2021 Trust Performance	2028 Target
Band 8a	21	28	33
Band 8b	10	11	15
Band 8c	5	3	11
Band 8d	3	1	6
Band 9	1	1	2
VSM	0	0	2
Total	40	44	69

- Performance relative to NHSI/E trajectories is overall strong, particularly in the 8A/B ranges however in more senior roles particularly in the 8D range Trust performance is behind target.
- Increased focus on this measure is developing from NHSE/I and through the NHS People Plan, with more aspirational targets being set for BAME representation at National level, including a 19% target of BAME representation in all pay bands by 2025.

### 3.3 Indicator 2: Relative likelihood of BAME staff being appointed from short listing compared to that of White staff being appointed from short listing across all posts

- Performance against this indicator has deteriorated
- The overall relative likelihood of white staff being appointed from shortlisting has increased this year – up to 1.7 from 1.6 last year. This indicates that White candidates are 1.7 times more likely to be appointed from shortlisting compared to BAME candidates. A relative likelihood of 1 would indicate exactly the same likelihood of being appointed from shortlisting. The 2020 National overall Average was 1.6 in 2020 (2021 National data as yet unpublished)
- In overall terms across the Trust, this translates into 1 in 4 BAME candidates are appointed post interview compared 1 in 3 white candidates.
- There are greater disparities in non-medical recruitment compared to medical recruitment. For Medical recruitment, the relative likelihood of white staff being appointed from shortlisting is 1.29, for non medical recruitment it is 1.79.

### 3.4 Indicator 3: Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff.

- Performance against this indicator has improved
- At the RBFT, the relative likelihood of BAME staff entering the formal disciplinary process has decreased in the reference period.
- A relative likelihood of 1.05 is reported in 2021 (where '1' would indicate the exact same relative likelihood). This metric is based on the last two years rolling data of disciplinary cases.
- In 20/21 of the 16 formal disciplinary cases, 3 related to BAME staff members. In total , disciplinary cases have reduced by nearly 50% in 20/21 compared to 19/20
- Improvement in the metric demonstrates delivery against the targets set out in NHSE/I guidance: ***A fair experience for all - Closing the ethnicity gap in rates of disciplinary action across the NHS workforce***, namely:
  - To ensure that the relative likelihood for BME staff entering the formal disciplinary process compared to white staff is within the non-adverse range of 0.8 – 1.25.
  - To reduce the overall likelihood and number of staff entering the formal disciplinary process for both white and BME staff.

### 3.5 Indicator 4: Relative likelihood of staff accessing non mandatory training and CPD.

- Performance against this indicator has improved
- Analysis of all non-mandatory, non-statutory designated training offerings recorded for 2020/21 indicates that White staff are slightly less likely (0.7) than BAME staff to access such learning (where 1 would indicate the exact same likelihood).
- Further validation of this measure will be required prior to publication to confirm that all learning undertaken, recorded and migrated across to the Learning Matters system from ESR is accurately reflected.

### 3.6 Indicators 5-8: Staff Experience.

- These indicators are directly drawn from the Trusts Staff Survey Results for 2020. Comparative data from 2019 is also shown. Bracketed figures show the National Acute Trust Average score for BAME staff in the relevant survey years.
- Performance against 3 of these indicators has improved, 1 has deteriorated.

Indicator Descriptor	BAME Experience Trend (19/20)	2020 Survey		2019 Survey	
		White (%)	BAME (%)	White (%)	BAME (%)
<b>Indicator 5:</b> % of staff experiencing harassment, bullying or abuse from patients, relatives or public in last 12 months	▼	30.8	21.8 (28)	33.3	22.3 (30)
<b>Indicator 6:</b> KF26 - % of staff experiencing harassment, bullying or abuse from staff in the last 12 months	▲	24	22.7 (29)	22.3	20.6 (29)
<b>Indicator 7:</b> KF21 - % believing that the Trust provides equal opportunities for career progression or promotion	▲	89.6	74.7 (73)	89.7	73.4 (74)
<b>Indicator 8:</b> Q17b. In the last 12 months, % who have you personally experienced discrimination at work from any of the following? (b) Manager/team leader or other colleagues	▼	6.3	10.7 (16)	6	11.2 (14)

- One indicator is trending negatively (experiencing bullying and harassment from staff in the last 12 months) in a trend mirroring that experienced by White staff.

- Relative to the 2020 National Acute Average, the BAME experience at the RBFT is better than average on all measures. For the first year since reporting began, BAME RBFT staff perception of equal opportunities and career progression opportunities is better than average and marks a start improvement from our 2017 position where the Trust was 8% adrift of the average on this measure.
- BAME staff experience of discrimination as its lowest recorded level. Indeed, in a recent article published in the HSJ (April 2021) it was reported that the BAME staff experience of discrimination at work at the RBFT was the lowest reported rate of any acute/combined Acute and community Trust in England

#### 4.7 Indicator 9 – Board Membership

- As of the 31.03.21, there is one BAME Board member. With a 7.7% Board BME Representation and a 29% organisational BAME representation, the differential between BAME workforce composition and BAME board composition is 21.3%.

## 5 CONCLUSION

5.1 The in-year trend in WRES indicators in 20/21 relative to 19/20 shows once more a broadly improving picture. Of the nine indicators, 6 are trending positively, 1 remains unchanged and 2 are showing deterioration.

5.2 The three key areas requiring priority focus in the period are:

- Delivery of the 6 key National Actions to overhaul recruitment
- Action to reduce staff experience of bullying and harassment (from other staff)
- Accelerated action to further improve BAME representation in senior roles in order to meet the 19% by 2025 ambition.

## 6 NEXT STEPS

6.1 Our draft **WRES Improvement Plan 2021-2023** (Appendix 2) has been fully refreshed to address the key themes and to maintain delivery on previous priority actions. We will consult with our BAME staff forums and with system partners on this improvement plan and further develop accordingly.

## 7 RECOMMENDATION

7.1 The committee is requested to note this report and approve publication in line with National requirements

### 7.2 APPENDICES

7.3 Appendix 1: RBFT WRES Performance Summary 2020/21

Appendix 2: RBFT WRES Improvement Plan 2021 - 2023

## Appendix 1: RBFT WRES PERFORMANCE 2021

WRES INDICATOR	RBFT 2021	RBFT 2020	RBFT TREND 19/20 – 20/21	NHS AVERAGE 2020*
BAME staff composition of all AfC Bands 8a - 9 and VSM positions	13.5%	13%	▲	10% (to be verified)
Relative likelihood** of white candidates being appointed form shortlisting compared to BAME candidates	1.7	1.6	▲	1.61
Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff	1.05	1.27	▼	1.16
Relative likelihood of White staff accessing non mandatory training , learning or development compared to BAME staff	0.71	1.05	▼	1.14
% of BAME staff experiencing harassment bullying or abuse from patients, relatives or public in last 12 months	21.8	22.3	▼	30.3%
% of BAME staff experiencing harassment bullying or abuse form other staff in last 12 months	22.7	20.6	▲	28.4%
% of BAME staff believing trust provides equal ops for career progression or promotion	74.7	73.4	▲	71.2%
% of BAME staff personally experiencing discrimination at work form manager/team leader or other colleague	10.7	11.2	▼	14.5%
BME Board Membership	7.7%	7.7%	↔	10%

\* 2021 National Data not yet available

\*\* In 'relative likelihood' measures, a figure of 1 indicates the exact same likelihood. A figure greater than 1 indicates a greater likelihood and a figure less than 1 indicates a lesser likelihood.

## Appendix 2: RBFT Workforce Race Equality Standard – DRAFT Improvement Plan 2021 - 2023

Improvement Theme	How	When	Who	Update	Measure
<b>BAME staff in senior management and leadership positions.</b>	Scope case for implementation of 'Rooney Rule' provisions which would set out a requirements for at least one BAME candidate to be interviewed for every post at 8C and above	By Sept '21	PS		Exec decision on implementation
	Improvements in BAME representation to become a standing objective for all leaders at Band 8D and above*	By Sept '21	Exec Team		
	Continue to disseminate all VSM/NED opportunities through BAME Staff Forum network and expand to all posts 8C and above	As opportunities arise	PS	In place for VSM/NED	BAME staff in 19% of senior management roles by 2025 Exceed NHSI/E annual representation targets Board BAME representation
	Expand and build upon pilot 'shadowing' opportunities for BAME staff – focussing initially on senior nursing pipelines.	Apr '21	Care group DON's and PS	Pilot underway for 4x Senior shadowing placements	Improved BAME representation in senior (8a+) nursing structures.
	Expand Mentoring+ programme, enabling under-represented groups to develop mentoring relationship with exec leaders	By August '21	PS	In place but need to expand pool of mentors	At least 20 new mentoring+ relationships per annum.
	Targeted recruitment of current/aspiring BAME leaders/talent onto internal Talent Management and Leadership Development Programmes	On-going	NKS	Representation targets being delivered – Henley Programme Cohort 4 – 40%	Always deliver 33% BAME representation on flagship leadership development programmes.
	Promotion of NHS targeted leadership programmes for BAME staff e.g Stepping Up Programme ; Ready Now programme; Self Discovery Workshops and National Leadership programmes (as enrolment windows permit)	As opportunities arise	L&D team	All opportunities being promoted as enrolment windows open.	Effective promotion and subsequent engagement.

Improvement Theme	How	When	Who	Update	Measure
<b>BAME Network</b>	Further develop structure of BAME Forums – including proposal where Forum Lead would attend SMT on a bi-annual basis	Sept '21	Forum Lead		
	Embed BAME Champions Network – supporting mechanism for BAME staff to seek guidance, support etc.	Dec '21	PS	15+ champions in place	Double BAME Champions network to at least 30 live champions
	Secure short and long term funding solutions to increase delivery capacity to ensure sustained delivery of inclusion improvements	July '21	PS	Short term funding secured but long term funding solution post Oct 21 required.	Sustainable staffing delivery structures
	Increase engagement in BAME forums and scheduled calendar of forums	Ongoing	PS	150 active members 20/21	Increase engagement to over 250 active members
	Connect with System Partners to develop shared learning and engagement across our BAME forums	Jun '21	PS/RP	System forums being set up for June '21	
<b>Shortlisting and Appointment</b>	Expand BAME staff engagement in selection process for senior leadership positions. Cascade down to senior appointments at 8C and 8D	By Aug '21	PS and Exec	BAME staff engaged in selection decisions for VSM.	Provision is implemented
	Mandate that for all selection process at Band 8A and above, hiring managers require candidates to demonstrate/evidence EDI work during interview*	June '21	KC		Provision is implemented
	Continue to embed Value Based recruitment across to the Trust to ensure focus on objective demonstration of values in practice, including use of skills based assessment as appropriate*	March '22	KC	Already being implemented	Audit efficacy and impact of VBR by March '22
	Refresh Recruitment training to ensure explicit focus on fair and inclusive recruitment practices*	June '21		Underway	
	Deliver batch/gateway recruitment process	Feb '22	KC		
	Migrate 'Winning at Interviews' programme to on line and publicise	On-going	CP	Done	Up to 100 staff engaged per annum
	Systems to ensure sustainable diverse recruitment panels and to appoint an 'equality representatives' as part of selection panels	Sept '21	PS		

Improvement Theme	How	When	Who	Update	Measure
Staff Experience	Ensure a clear, strong leadership narrative on race equality is maintained, including Trust wide communications focussing on key issues underpinning understanding of racial equality	On-going	DF/SM	Lowest levels of discrimination of any acute Trust 2020	Continued Year on year decrease in discrimination levels
	Adopt resources, guides and tools to help leaders and individuals have productive conversations about race*	Sept'21	Network Lead		
	Train key individuals leading on recruitment and policy to ensure robust Equality Impact Assessments for recruitment and promotion policies are in place*				
	On-going promotion of Behaviours Framework	On-going	PS		Clear anti-bullying, anti-discrimination , inclusive narrative in our expected behaviours framework
	WRES reports for each care group/corporate area	By Aug '21	PS and PCPs		
	Continued representative network of FTSU champions	On-going	GR		BAME FTSU champions recruited
	Embed new peer to peer feedback model (Feedback Matters) across the Trust	On-going	PS and AF	Programme launched following Covid delay	% decrease in B&H resultant from speedy resolution and feedback
	Cultural celebration events to recognise and celebrate diversity and understanding	Ongoing	Network Lead		
Career Development	Targeted promotion of non-mandatory training to underrepresented groups. Promotion of Learning and Development prospectus	On going	L&D Team	Excellent uptake of functional skills offer – Mar 21	Maintain equity in access to non-MAST activity as measured by WRES indicators
	Develop enhanced Apprenticeship portfolio for staff in Admin and Clerical roles to develop career ladders	Aug '21	AO		
	<b>System Talent Management and Progression*</b> : (1) Create database of eligible staff for talent pool and development purposes (2) Agree positive action approaches to filling roles for underrepresented groups (3) Transparent minimum criteria for selection into talent pools	Oct '21	NKS and EDI system lead	System EDI lead commenced Apr '21.	
	Targeted promotion of non-mandatory training to underrepresented groups. Promotion of Learning and Development prospectus	On going	L&D Team	L&D prospectus developed and distributed – needs more promotion and visibility	Maintain equity in access to non-MAST activity as measured by WRES indicators

Improvement Theme	How	When	Who	Update	Measure
	Provide and promote 1-1 interview preparation and coaching	As and when	L&D Team		
	Continue to promote and increase utilisation of Internal Coaching Network	On-going	CP	Significant demand on coaching provision post Covid	.
	All emergent FTC opportunities relating to Maternity leave; sick leave etc. to be offered as internal secondment opportunities in the 1 <sup>st</sup> instance (unless exceptional reasons as to why not)	Mar '22	KC		66% of all Fixed Term Cover appointments offered as internal secondment opportunities

\* *indicates an action set as one of the 'National Actions' on recruitment set out by NHSE/I in March 2021*