

Title:	2022 Workforce Race Equality Report
Agenda item no:	
Meeting:	Workforce Committee
Date:	10 May 2022
Presented by:	Don Fairley (Chief People Officer)
Prepared by:	Pete Sandham (Head of OD, Engagement and Inclusion)

Purpose of the Report	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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Report History	
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What action is required?	
Assurance	✓
Information	✓
Discussion/input	
Decision/approval	✓ (Approval for publication in line with National reporting requirements)

Resource Impact:	<i>None</i>
Relationship to Risk in BAF:	<i>Failure to be a Great Place to Work</i>
Corporate Risk Register (CRR) Reference /score	<i>N/A</i>
Title of CRR	<i>Links To 4176/4177 - Staff Recruitment and Retention</i>

Strategic objectives This report impacts on (tick all that apply)::			
Provide the highest quality care			✓
Invest in our staff and live out our values			✓
Drive the development of integrated services			
Cultivate innovation and transformation			
Achieve long-term financial sustainability			
Well Led Framework applicability:			Not applicable <input type="checkbox"/>
1. Leadership ✓	2. Vision & Strategy <input type="checkbox"/>	3. Culture ✓	4. Governance <input type="checkbox"/>
5. Risks, Issues & Performance <input type="checkbox"/>	6. Information Management <input type="checkbox"/>	7. Engagement ✓	8. Learning & Innovation <input type="checkbox"/>

Publication			
Published on website	✓	Confidentiality (FoI)	Private
			Public

1 Executive Summary

- 1.1 Since its introduction in 2016, the Workforce Race Equality Standard (WRES) has provided National impetus to the race equality agenda and challenged NHS organisations to improve their performance in relation to race equality and diversity
- 1.2 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; access to non mandatory training in addition to a range of measures taken directly from the NHS Staff Survey. The final indicator relates to Board representation.
- 1.3 NHS Organisations are **required** to report and publish the indicators, identifying their current position (as of 31.03.22) and to develop an improvement plan (as required),
- 1.4 The summary of performance across the relevant metrics is summarised in the table below. Trust position is better than NHS average on all measures (although to note many NHS average measures below are based on 2021 figures due to unavailability of 2022 National figures at present time).

	WRES INDICATOR	RBFT 2022	RBFT 2021	RBFT IN YEAR TREND	NHS AVERAGE 2021
1	BAME staff composition of all AfC Bands 8a - 9 and VSM positions	16.5%	13.5%	▲	10%
2	Relative likelihood* of white candidates being appointed form shortlisting compared to BAME candidates	1.47	1.7	▼	1.61
3	Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff	0.94	0.48	▲	1.14
4	Relative likelihood of White staff accessing non mandatory training , learning or development compared to BAME staff	0.75	0.71	↔	1.14
5	% of BAME staff experiencing harassment bullying or abuse from patients, relatives or public in last 12 months	19.9%	21.8	▼	28.8%
6	% of BAME staff experiencing harassment bullying or abuse form other staff in last 12 months	19.9%	22.7	▼	28.5%
7	% of BAME staff believing trust provides equal ops for career progression or promotion	45.9%	47.7%	▼	44.6%
8	% of BAME staff personally experiencing discrimination at work form manager/team leader or other colleague	13.3	10.7	▲	17.3%
9	BME Board Membership	15%	7.7%	▲	12.6%

** 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

- 1.5 Our **WRES 2021-23 Improvement Plan** has been fully refreshed to address the key thematic improvement priorities and to maintain delivery on previous priority actions. The plan is included in Appendix 1.

2 Key Issues

2.1 The detail of each indicator is presented below.

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 trajectory** – up to 16.5% in 2022 from 13.5% in 2021 and double our WRES starting point position of 8.2% in 2016
- The pace of the improvement has accelerated this year and the in-year improvement (both in % and headcount terms) is our biggest ever in year improvement. The growth is most marked in the clinical workforce.
- As of March 2022 there are 64 BAME staff in senior AfC bands compared to 44 in 2021 and 19 in 2017.
- The positive growth in the BAME Band 7 population also continues and now stands at 21% (a 3% increase since last year) and offering a positive signal for the sustained development pipeline into more senior roles into the future.
- The number of BAME Medical consultant's shows an in year growth and at 30% continues to be a diverse and representative group
- Whilst noting the accelerated pace of improvement over the past year it remains the case that BAME representation in senior leadership roles remains adrift (although closing) from the overall composition of BAME staff in the RBFT workforce (which at 30% is a small increase on previous years).

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 improved**
- White candidates are 1.47 times more likely to be appointment from shortlisting than BAME candidates. This is a positive reduction from the 1.7 times likelihood reported in 2021. A relative likelihood of 1 would indicate exactly the same likelihood of being appointed from shortlisting. The 2021 National overall Average was 1.61 and the South East Average was 1.48
- In overall terms across the Trust, this translates into 1 in 5 BAME candidates being appointed post shortlisting compared 1 in 4 White candidates.

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

- **BAME staff are less likely than White staff to formally enter the disciplinary process**
- A relative likelihood of 0.94 is reported (where '1' would indicate the exact same relative likelihood).
- In 21/22 of the 12 formal disciplinary cases, 4 related to BAME staff members. The overall trend in a decrease in the number of total trust disciplinary cases continues - dropping from 16 in 20/21 and 31 in 19/20.

- Performance in this 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.

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

- Performance against this indicator is static, maintaining a positive position for BAME staff
- Analysis of all non-mandatory, non-statutory designated training offerings recorded for 2021/22 indicates that White staff are slightly less likely (0.75) than BAME staff to access such learning (where 1 would indicate the exact same likelihood).

Indicators 5-8: Staff Experience.

- **Performance against two of these indicators has improved; two have deteriorated. Performance on all four measures is better than the Acute Average – significantly so in 3 measures.**
- These indicators are directly drawn from the Trusts Staff Survey Results for 2021. Comparative data from 2020 is also shown.

Indicator Description	BAME STAFF EXPERIENCE: RBFT		BAME STAFF EXPERIENCE: ACUTE AVERAGE
	2021	2020	2021
Indicator 5: Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months	19.9% ▼	21.8%	28.8%
Indicator 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	19.9% ▼	22.7%	28.5%
Indicator 7: Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	45.9% ▼	47.7%	44.6%
Indicator 8: Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months	13.3% ▲	10.7%	17.3%

Indicator 9: Board Membership

As of the 31.03.22, there are two BAME Board members. With a 15% Board BME Representation and a 30% organisational BAME representation, the differential between BAME workforce composition and BAME board composition is 15%.

Progression Ratios and Race Disparity Ratios

Beyond the WRES reporting indicators, the past year has seen increasing attention on new measures – **Progression and Race disparity ratios**. Progression ratios look at the likelihood of progression through banding clusters in the organisation. Bands 1-5 are clustered as 'lower', Bands 6+7 clustered as 'middle' and 8A+ as 'upper'. Disparity ratios divide the progression ratios of BAME staff by the progression ratios of White staff, ending up with a disparity ratio figure

The Trust is an outlier in the Lower to Upper Disparity, and shows that White staff are 3.67 times more likely to progress from lower to upper clusters than BAME staff. The South East benchmarked position is 2.5 times higher likelihood

Two key structural factors are driving this position. Firstly, high BAME staff representation in lower banded non clinical roles, particularly in soft E&F services and secondly, large headcount numbers of BAME staff in clinical Band 5 roles (which are in the 'lower' band cluster). These factors have the cumulative effect of creating a large BAME denominator group in the 'lower' clusters which stymies the impact of the improvements in the numerator group in this ratio measure of progression.

Significant work is already advanced to better understand the position and particularly to look at disparity ratios in transitions across bands rather than clusters of bands.

Delivering improvements in our Disparity Ratios has been identified as one of our True North priorities under our Strategic Objective of Investing in our People and live out our values

3 Conclusion

- 3.1 The in-year trend in WRES indicators in 2022 relative to 2021 shows once more a broadly improving picture.
- 3.2 The three key areas requiring priority focus in the year ahead are:
 - Maintain our accelerated improvement in BAME representation in senior roles and work to improve our Disparity Ratios and progression through pay bands.
 - Continued action to improve likelihood of appointment post shortlisting to deliver an equitable position.
 - Refocus on staff experience of discrimination at work which has deteriorated in year but remains significantly 'better' than average
- 3.3 Our ***WRES Improvement Plan 2021-2023*** (Appendix 1) has been refreshed to address the key themes and to maintain delivery on previous priority actions. We will consult with our Ethnic Minority staff forums and with system partners on this improvement plan and further develop accordingly.

4 Attachments

The following are attached to this report:

- (a) ***WRES Improvement Plan 2021-2023***

WRES 2021-2023 Improvement Plan

Improvement Theme	How	When	Who	Update	Measures
BAME staff in senior management and leadership positions and Improving our Race Disparity Ratios	Set out improvements in Disparity Ratios as one of our Trust North imperatives with associated targeted action plan	June 22	Exec Team		Embed in True North
	Improvements in BAME representation to become a standing appraisal objective for all leaders at Band 8C and above*	By Sept '22	Exec Team		BAME staff in 19% of senior management roles by 2025
	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	Exceed NHSI/E annual representation targets
	Expand Aspiring BAME Senior Leader programme and develop case for ICS wide adoption and funding.	June 22	Care group DON's and PS	2 nd cohort being recruited. Case for ICS expansion developed	Board BAME representation
	Expand Mentoring+ programme, enabling under-represented groups to develop mentoring relationship with exec leaders	By August '22	PS	In place but need to expand pool of mentors	At least 20 new mentoring+ relationships per annum.
	Continue targeted recruitment of current/aspiring BAME leaders/talent onto 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.
	Ensure inclusive and diverse talent pools and ICS collaboration to drive system improvements	On-going	NKS	Aspiring BAME senior leader programme creates talent pool	Equitable representation in talent pools
Shortlisting and Appointment	Expand BAME staff engagement in selection process for senior leadership positions.	On-going	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 '22	Head of Resourcing		Provision is implemented

WRES 2021-2023 Improvement Plan

Improvement Theme	How	When	Who	Update	Measures
	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	Head of Resourcing	Already being implemented	Audit efficacy and impact of VBR by March '22
	Deliver batch/gateway recruitment process	Feb '23	Head of Resourcing		
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		Deliver in year decrease in discrimination levels
	Adopt resources, guides and tools to help leaders and individuals have productive conversations about race* including Cultural Intelligence programmes	Sept '22	ICS Equality Lead	Pilot programmes underway in Maternity Services	
	Train key individuals leading on recruitment and policy to ensure robust Equality Impact Assessments for recruitment and promotion policies are in place*	Feb '23	Head of Resourcing		
	Refresh and relaunch Behaviours Framework	Apr '22	PS		Clear anti-bullying, anti-discrimination , inclusive narrative in our expected behaviours framework
	WRES reports for each care group/corporate area	Each year	PS and PCPs		
	Continued representative network of FTSU champions	On-going	FTSU		BAME FTSU champions recruited
	Embed new peer to peer feedback model (Feedback Matters) across the Trust	On-going	PS and AF		% 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	Ongoing	AO	Priority in our Education Strategy	

WRES 2021-2023 Improvement Plan

Improvement Theme	How	When	Who	Update	Measures
	System Talent Management and Progression* : (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 '22	NKS and EDI system lead		
	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	Expansion of Coaching and Mentoring capacity a priority in our Education Strategy.	

*Denotes a focus of National Improvement action