

NHS Workforce Race Equality Standard (WRES) Annual Report 2020



1. WRES Introduction
2. WRES Executive summary
3. WRES Progress in 2019/20
4. WRES Conclusion and next steps

1. WRES Introduction

- The Workforce Race Equality Standard (WRES) was launched in 2016 and aims to improve the workplace and career experiences of Black, Asian and Minority Ethnic (BAME) colleagues in the NHS.
- The Workforce Race Equality Standard (WRES) is a set of nine specific measures (metrics) that will enable NHS organisations to compare the experiences of BAME and white staff. This information will then be used to develop a local action plan which will enable the Trust to demonstrate progress against the indicators of race equality.
- The WRES has been commissioned by the Equality and Diversity Council (EDC). It is mandated through the NHS Standard Contract.
- Metrics 5,6,7 & 8 are based on staff survey results. As a Trust we facilitate a full census from all staff, the 2019 staff survey had 43% staff participation across the Trust.
- At The Dudley Group (DGFT), we have a workforce of 5,300 staff. Our Electronic Staff Record (ESR) data shows that 18.1% of our workforce has declared themselves as BAME. 10% of the workforce has not declared their race status.

2. WRES Executive Summary (1/2)

- Embedding an inclusive culture where diversity is valued and therefore championed at all levels, is essential to delivering high quality services to patients (better patient care, satisfaction and outcomes), as well as developing a capable, innovative and effective workforce for our future at DGFT. Research shows that organisations that have diverse leadership are more successful and innovative. Staff who feel valued are more likely to be engaged with their work, and diversity at senior levels increases productivity and efficiency in the workplace.
- Key findings include:
 - White candidates are 2.5 times more likely to be appointed from shortlisting compared BAME candidates.
 - The perception of equal opportunities for career progression or promotion within the Trust is lower amongst BAME staff (BAME 67.8%; White 84.8%).
 - BAME staff and white staff have experienced similar levels of harassment, bullying or abuse from patients, relatives or the public, (BAME 31.2% White; 31.6%).
 - BAME staff are experiencing more harassment, bullying or abuse from staff over a 12 month period (BAME 33%, this improved 3% from the previous year, White 28.4%) and managers (BAME 17.4% and White 6.3%).

2. WRES Executive Summary (2/2)

On this basis, DGFT is committed to taking an ambitious approach to developing and embedding a culture of inclusivity which promote, protects and champions a diverse workforce. This will include:

- Actively listening and learning from staff networks and champions from across the Trust. Investing time, energy and capacity in establishing range of self-directed staff networks for diverse communities, which will engage with, inform and materially influence the Trust's strategy, leadership, culture and environment;
- Critically reviewing progress and delivery against our statutory requirements, i.e. public sector equality duty (the equality duty), as well as a set of more ambitious objectives for embedding equality and inclusion across DGFT;
- Being agile - adapting our approaches and plans, to deliver greatest impact for our staff from all diverse communities.
- Role modelling the Trust's Behaviour Framework every day, and in doing so challenging ourselves and colleagues from across the Trust to 'call out' and address unacceptable behaviours.
- Equipping our all of our managers across the organisation to be highly effective people managers, and leaders who demonstrate compassionate and kind leadership.

3. WRES – Annual Submission Measures (Metrics)

Workforce Racial Equality Standard

The Workforce Racial Equality Standard (WRES) is a set of nine specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of BAME and non-BAME staff.

WRES provides a high-level view, we have therefore completed a more detailed analysis to inform our conclusions and action plans.

- 1. Workforce Representation**
- 2. Recruitment**
- 3. Disciplinary**
- 4. Training & CPD**
- 5. Harassment, Bullying & Abuse from Patients / Public**
- 6. Harassment, Bullying & Abuse from Staff**
- 7. Career Progression**
- 8. Discrimination**
- 9. Board Representation**

Sources: ESR data at 31 March 2020, TRAC recruitment data, HR Casework, and Staff Survey Results from Oct 2019

3. WRES – Metric 1, Non-Clinical Banding Comparison 2019 - 2020

W R E S Comparison

	Banding	Submitted Figure			Submitted Figure			Change		
		2019			2020					
		White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
Non Clinical	Under Band 1	29	1	15	45	8	9	16	7	-6
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	237	20	57	113	9	20	-124	-11	-37
	Band 3	112	15	39	273	28	47	161	13	8
	Band 4	198	17	38	195	21	30	-3	4	-8
	Band 5	50	9	12	60	6	14	10	-3	2
	Band 6	37	12	11	35	11	4	-2	-1	-7
	Band 7	33	2	8	35	3	5	2	1	-3
	Band 8a	18	5	8	26	2	7	8	-3	-1
	Band 8b	6	0	4	13	1	3	7	1	-1
	Band 8c	7	2	3	8	3	2	1	1	-1
	Band 8d	4	0	1	8	0	0	4	0	-1
	Band 9	0	0	0	11	2	0	11	2	0
	VSM	7	0	2	0	0	0	-7	0	-2

NB: Staff reported under 'VSM' in 2019 are now reported across other bands as per new guidance.

3. WRES – Metric 1, Clinical Banding Comparison 2019 - 2020

W R E S Comparison

	Banding	Submitted Figure			Submitted Figure			Change		
		2019			2020					
		White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
Clinical	Under Band 1	26	1	3	12	1	4	-14	0	1
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	629	78	118	405	61	39	-224	-17	-79
	Band 3	118	11	19	399	27	65	281	16	46
	Band 4	82	16	12	87	15	11	5	-1	-1
	Band 5	573	199	144	588	234	113	15	35	-31
	Band 6	627	99	130	693	129	103	66	30	-27
	Band 7	314	43	28	349	44	27	35	1	-1
	Band 8a	58	12	7	76	24	8	18	12	1
	Band 8b	24	2	3	28	6	2	4	4	-1
	Band 8c	6	0	0	6	0	1	0	0	1
	Band 8d	6	3	0	11	2	0	5	-1	0
	Band 9	0	0	0	2	0	0	2	0	0
	VSM	0	0	0	0	0	0	0	0	0
	Consultants	86	96	33	95	109	26	9	13	-7
	Doctor career grade	24	19	3	22	21	2	-2	2	-1
	Doctor trainee grades	9	55	12	11	46	8	2	-9	-4
	Other	65	115	15	67	137	10	2	22	-5

3. WRES – Metrics 2,3 and 9 comparison 2019 - 2020

The tables below show the differences between the 2019 and 2020 submissions for the key indicators. TRAC data (recruitment) collection methodologies have changed since the 2019 submission, and we have interpreted this year's numbers to ensure a like-for-like comparison.

Even though our overall BAME representation is growing, the submission will show representation at each band for both clinical and non-clinical staff and highlight under-representation at more senior grades and particularly at board level.

	WRES DATA Submission			
	2019		2020	
	Headcount	%	Headcount	%
BAME Staff Employed	813	16.6%	931	18.1%
BAME Staff Shortlist to Recruited	179	13.9%	139	9.6%
BAME Staff Relative Likelihood of WHITE Being Recruited V BAME	1.28		2.58	
BAME Entering Disciplinary Process	11	1.35%	3	0.32%
BAME Staff Entering Disciplinary Relative Likelihood	1.75		0.74	
BAME Board Representation	1 (of 15)	6.7%	1 (of 19)	5.3%

3. WRES Staff Survey Extract (Metrics 5, 6, 7 & 8) 2017 – 2018 - 2019

The 2019 Staff Survey for DGFT shows a worsening position on all of the selected metric descriptions except WRES: BAME *'Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months'* which shows a slight improvement over the previous year.

DGFT results are worse than the National Average on all selected metrics.

				DGFT Staff Survey		
			Metric Description	2017	2018	2019
S T A F F S U R V E Y	5	WRES: White	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	27.4%	28.5%	31.6%
		WRES: BAME		25.6%	30.2%	31.2%
		Theme Results: Q13a		26.1%	28.2%	30.6%
	6	WRES: White	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	19.7%	25.7%	28.4%
		WRES: BAME		29.4%	36.3%	33.0%
		Theme Results: Q13c		15.3%	19.8%	20.9%
	7	WRES: White	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	86.5%	84.3%	84.8%
		WRES: BAME		77.8%	74.2%	67.8%
	8	WRES: White	Percentage of staff experienced discrimination at work from manager / team leader or other colleagues in last 12 months	5.8%	5.3%	6.3%
		WRES: BAME		14.4%	11.6%	17.4%
		Theme Results: Q15b		7.2%	6.2%	8.1%

4. WRES Conclusion and Next Steps

- Our 2020 WRES results starkly highlights the need for the Trust to prioritise positive action to improve the experience of our Black, Asian and Minority Ethnic workforce. One of the most important steps in this was for us to establish a BAME Staff Network in July 2020. Diversity and inclusion networks provide a forum for staff to come together, to share ideas, raise awareness of challenges and provide support to each other. When working effectively these networks provide a key mechanism for driving change and making a difference, as well as giving staff the opportunity to grow personally and professionally.
- There is overwhelming evidence that staff inclusion networks provide a supportive and welcoming space for staff from diverse backgrounds, as well as bringing deep expertise and lived experience across all areas of equality, diversity and inclusion, which is hugely important to NHS boards, executive and leadership teams. During July 2020, we created a BAME Staff Network with a chair and executive and non-executive sponsors; budget and dedicated time for the network chairs and network members to meet. The network chair will work closely with other network chairs and meet with the board once a quarter to contribute to and inform decision-making.
- The forming of the networks will ensure we can focus on all elements of the report and deliver on actions to really improve the working lives of our BAME workforce. Actions will be developed with the network members, managers, directors and by consulting with supportive agencies such as Employers Network for Equality and Inclusion (ENEI), Stonewall and NHS governing bodies.

Leadership and cultural transformation:

- Cultural intelligence training for all senior leaders across the Trust, clinical and non-clinical
- Targeted career discussion for under representative groups with actions plans, support plans and training packages offered.
- Mentoring schemes offered to under represented groups including reverse mentoring with executive and senior level management.
- Executive and non-executive directors to play an active role in mentoring and sponsoring BAME staff that have the potential to get to senior / executive role within three years.
- Support the leaders of the staff networks and trade union representatives to raise the visibility of their work, and to provide a source of meaningful and sustained engagement with the WRES programmes of work.
- All managers to complete manager essential training to understand how to create an Inclusive and compassionate culture
- Further develop support package aimed at supporting staff from under represented groups to progress and have equal opportunities.

4. WRES Actions (2/3)

Positive action and practical support:

- Engage with agencies to target recruitment campaigns to under presented groups i.e. Stonewall, Employers Network for Equality and Inclusion etc.
- Implement targeted Talent Management programme for diverse staff groups
- All recruitment panels to become diverse and have a under representative staff groups on all panels.
- Develop WRES experts within the Trust within the equality team and the BAME Network.
- Re-visit Equal Opportunities and Diversity Policy document with the BAME network to ensure its fit for purpose and update accordingly.
- Encourage all staff with more than two years service to re-visit their data and update.
- Review our Investigation and Disciplinary Policy and ensure underpinned by the provisions of current best practice and guidance detailed in ACAS, GMC and ANC documentation.

4. WRES Actions (3/3)

Accountability and assurance:

- Regularly report on progress of WRES measures for all staff groups and all divisions, monitor performance.
- Embed WRES performance and progress within performance objectives and appraisals of senior leaders.

Monitoring progress and benchmarking:

- Live performance data against WRES is monitored and published as part of the monthly KPI pack to help aid concerted support to improve measures.