

# NHS Workforce Race Equality Standard (WRES)

## Annual Report 2021 & Action Plan



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# 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 2020 staff survey had 46% staff participation across the Trust.
- At The Dudley Group, we have a workforce of 5,605 staff. Our ESR data shows that 19.5% of our workforce has declared themselves as BAME. 11.4% of the workforce has not declared their race status.
- The report provides an overview of key areas and should direct action – it has been used in previous years to focus development areas.

## 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 for 2021 include:

- White candidates are 1.95 times more likely to be appointed from shortlisting compared BAME candidates. This is a 0.63 improvement on the previous year.
- The likelihood of BAME staff entering the formal disciplinary process has increased from 0.74 in 2020 to 1.11 in 2021. This is worse by 0.3 this year.
- The perception of equal opportunities for career progression or promotion within the Trust is lower amongst BAME staff (BAME 67.3%; White 88.3%).
- BAME staff and white staff have experienced similar levels of harassment, bullying or abuse from patients, relatives or the public, (BAME 27.1% White; 25.6%) both figures have improved since 2019.
- BAME staff are experiencing more harassment, bullying or abuse from staff over a 12 month period (BAME 32.8%, White 25.7%) and managers (BAME 17.5% and White 6.0%).

## 2. WRES Executive Summary (2/2)

The Dudley Group (DGFT) has made a clear commitment to the ambition of developing and embedding a culture of inclusivity which promotes, protects and champions a diverse workforce. This year in particular, this has included:

- Empowering the voice of the staff by actively listening and learning from staff networks and inclusion champions from across the Trust. Supporting our self-directed staff networks to inform and materially influence the Trust's strategy, leadership, culture and environment;
- Critically reviewing progress and delivery against 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 through both the response to WRES and WDES and the NHS People Plan;
- 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 and inclusive people managers, and leaders who demonstrate compassionate and kind leadership through development, awareness raising and targeted support.

### 3. WRES – Annual Submission Measures (Metrics)

The Workforce Race Equality Standard (WRES) is a set of nine specific measures (metrics) which enable NHS organisations to compare the workplace and career experiences of Black, Asian and Minority Ethnic (BAME) staff and non-BAME staff.

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

Workforce Race Equality Standard Metrics:

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

### 3. WRES – Metric 1, non-Clinical Banding Comparison 2020 - 2021

#### WRES Comparison: 2020, 2021

	Banding	Submitted Figures			Submitted Figures			Change 2020 to 2021		
		2020			2021					
		White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
Non-Clinical	Under Band 1	45	8	9	38	7	2	-7	-1	-7
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	113	9	20	270	33	43	157	24	23
	Band 3	273	28	47	149	17	25	-124	-11	-22
	Band 4	195	21	30	201	26	30	6	5	0
	Band 5	60	6	14	81	4	10	21	-2	-4
	Band 6	35	11	4	48	13	4	13	2	0
	Band 7	35	3	5	40	4	6	5	1	1
	Band 8a	26	2	7	32	3	9	6	1	2
	Band 8b	13	1	3	10	2	1	-3	1	-2
	Band 8c	8	3	2	9	2	3	1	-1	1
	Band 8d	8	0	0	5	1	1	-3	1	1
	Band 9	11	2	0	7	1	0	-4	-1	0
	VSM	0	0	0	7	0	0	7	0	0

### 3. WRES – Metric 1, Clinical Banding Comparison 2020 - 2021

#### WRES Comparison: 2020, 2021

Clinical	Banding	Submitted Figures			Submitted Figures			Change 2020 to 2021		
		2020			2021					
		White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
	Under Band 1	12	1	4	18	1	3	4	0	-1
	Band 1	0	0	0	0	0	0	0	0	0
	Band 2	405	61	39	728	91	109	323	30	70
	Band 3	399	27	65	145	17	18	-254	-10	-47
	Band 4	87	15	11	127	25	15	40	10	4
	Band 5	588	234	113	587	255	115	-1	21	2
	Band 6	693	129	103	696	145	92	3	16	-11
	Band 7	349	44	27	363	55	27	14	11	0
	Band 8a	76	24	8	75	32	8	-1	8	0
	Band 8b	28	6	2	27	3	4	-1	-3	2
	Band 8c	6	0	1	5	0	1	-1	0	0
	Band 8d	11	2	0	7	0	0	-4	-2	0
	Band 9	2	0	0	2	1	0	0	1	0
	VSM	0	0	0	1	0	0	1	0	0
	Consultants	95	109	26	95	117	30	0	8	4
	Doctor career grade	22	21	2	27	133	27	5	112	25
	Doctor trainee grades	11	46	8	61	99	19	50	53	11
	Other	67	137	10	13	7	37	-54	-130	27



### 3. WRES – Metrics 2,3 and 9 comparison 2020 - 2021

The tables below show the differences between the 2020 and 2021 submissions for metrics 2 and 3.

There is an improvement in the likelihood of appointing BAME staff compared to white staff from 2.58 in 2020 to 1.95 in 2021, an improvement of 0.63. Whilst this indicator is moving in the right direction, we continue to work hard to get to the parity of 1.

The likelihood of BAME staff entering the formal disciplinary process has increased from 0.74 in 2020 to 1.11 in 2021, a worsening of 0.3

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

At 31st March 2020						At 31st March 2021			
Concept	Measure	# White	# BAME	%BAME	Total	#White	#BAME	%BAME	Total
Number of staff in workforce	Auto-Calculated	3651	931	25.5%	5140	3872	1004	26.0%	5605
Number of shortlisted applicants	Headcount	3840	1440	37.5%	5280	3107	1620	52.1%	4727
Number appointed from shortlisting	Headcount	466	130	28.1%	596	770	206	26.8%	976
Likelihood of shortlisting/appointed	Auto-Calculated	0.25	0.10	0.53		0.25	0.13	0.51	
Relative likelihood of BME staff being appointed from shortlisting compared to White staff	Auto-Calculated	2.58				1.95			
Number of staff entering the formal disciplinary process	Headcount	16	3	18.8%	29	32	10	31.3%	42
Likelihood of staff entering the formal disciplinary process	Auto-Calculated	0.0044	0.0082	1.86		0.0083	0.0091	1.09	
Relative likelihood of BME staff entering the formal disciplinary process compared to White staff	Auto-Calculated	0.74				1.11			
Total Board members	Headcount	16	1	6.3%	25	15	1	6.7%	26

### 3. WRES Staff Survey Extract (Metrics 5, 6, 7 & 8) 2019- 2020

			Metric Description	2019	2020
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	31.6%	25.6%
		WRES: BAME		31.2%	27.1%
		Theme Results: Q13a		30.6%	26.0%
	6	WRES: White	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	28.4%	25.7%
		WRES: BAME		33.0%	32.8%
		Theme Results: Q13c		20.9%	20.8%
	7	WRES: White	Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	84.8%	88.3%
		WRES: BAME		67.8%	67.3%
	8	WRES: White	Percentage of staff experienced discrimination at work from manager / team leader or other colleagues in last 12 months	6.3%	6.0%
		WRES: BAME		17.4%	17.5%
		Theme Results: Q15b		8.1%	8.0%

## 4. WRES Actions (1/4)

**DGFT has a detailed WRES action plan which outlines the key actions for 2021/22 alongside milestones and outcome measures. This plan has been shared with the national NHSI/E WRES Team and the feedback received has informed further iterations of this plan. The Dudley People Plan sets out DGFT's ambitious Equality, Diversity and Inclusion (EDI) commitment and work plan which are actively supported by the Trust's Black, Asian and Minority Ethnic (BAME) Staff Network and the Trust's Engagement Model.**

The following summarises the main themes.

### **Board Leadership and Inclusion**

- Actively planning to recruit more diverse workforce into senior leadership and Board roles (including Executive and Non-Executive Director roles) during the next 24-36 months. Based on existing turnover rate of 6.5%, a minimum of 44 new Band 8A to VSM roles will be recruited during the next 2-3 years;
- Board Members and Senior leaders are undertaking Cultural Intelligence Training during the next 12 months as part of the Developing Leaders training programme.
- All Board members will support the mentoring for inclusion programme;
- The dynamic Culture Dashboard to be further developed in giving real time information to support implementation of WRES, WDES, GPG, and the Dudley People Plan;
- Senior leaders and board members to have performance objectives on workforce equality built into their appraisals;
- Staff Networks continue to grow and inform the Trust's decision making, including regular attendance at Board meetings and direct engagement with Executive and Non-Executive Directors.

### **Leadership and cultural transformation:**

- Host career conversations across all sites giving staff the opportunity to discuss internal development or career opportunities available to them. Use different methods to better understand any barriers to staff and develop solutions alongside them.
- Optimise flexible working post pandemic, working on ways to improve and sustain a healthy work life balance for staff. Increase opportunities and build into our recruitment practices.
- Continue to roll out Inclusive mentoring programme providing more staff members with the opportunity to be mentored and progress in their career alongside our most senior managers.
- Continue to overhaul recruitment and promotion practices to ensure the workforce reflects the diversity of communities, and regional and national labour markets.

## 4. WRES Actions (3/4)

### **Positive action and practical support:**

- Engage with agencies to assess and benchmark our progress on the Equality, Diversity and Inclusion (EDI) agenda. Sign up to and complete the Tidemark with the Employers Network for Equality and Inclusion (enei), Stonewall Index, top 50 Inclusive employers and the RACE code.
- Reach out to community groups and organisations in order to target advertisement of job vacancies as well promoting NHS careers in local schools, colleges and universities.
- We will seek to identify talent, train our staff through tailored development programmes and enable staff to reach senior leadership positions within the organisation.
- Take a zero approach to any form of bullying or harassment, raise awareness and improve staff experience.

### **Monitoring progress and benchmarking:**

- Our success will be measured through successful implementation of key actions outlined within the Delivery Plan. These will include:
- BAME staff represented at senior positions and professions at all levels;
- Implementation of a four conversation model incorporating stay, remain, itchy feet and exit conversations, including a diverse target group that will include long-serving staff and new staff.
- Our career clinics will enable BAME staff to speak to a member of the team about their aspirations and learn more about career development opportunities open to them;
- We will report the number of BAME applicants successfully appointed to posts band 6+ in comparison to the number of BAME staff who apply and who are shortlisted so that the internal promotion of BAME staff is closely monitored.
- Comprehensive data relating to investigation and disciplinary procedures will be collated, recorded, reported on a quarterly basis, this will include:
- Number of cases, oversight of reasons for cases, timescales, suspensions/exclusions and justification, outcomes, protected characteristics and lessons learnt.
- We expect to see year on year improvements in bullying and harassment as well as employee relations cases.

## 4. WRES Conclusion and Next Steps

- Our 2021 WRES results demonstrates that across a number of indicators, there are improvements in the experience of BAME staff monitored through WRES since 2016. However, DGFT is committed to taking action to further embed an inclusive culture for all staff, and in doing so further improve our performance against all of the WRES metrics.
- We know how important it is to continue to work with our Black, Asian and Minority Ethnic (BAME) colleagues to improve their experience in the workplace and although we have seen many of the measure improve there is still much more we can do.
- The Trust will to continue to prioritise positive action to improve the experience of our Black, Asian and Minority Ethnic workforce through the delivery of our WRES Action Plan and delivery against the Dudley People Plan.
- One of the most important steps last year was for us to establish a BAME Staff Network. The network has been running for 12 months and we have made significant improvements moving the EDI agenda forward ensuring we engage and involve BAME staff in our key decision making. This continues to be a priority in 2021 and beyond.
- We continue to work proactively with supporting organisations such as Employers Network for Equality and Inclusion (ENEI), Stonewall, RACE code and NHS governing bodies. We have provided cultural intelligence training to the Board members and plan to role this out to senior managers across the organisation this year. We have also provided Inclusion Awareness on Manager's Essentials and will be providing a more detailed inclusion workshop on the Developing Leaders programme.