

**Equality & Inclusion Committee – 11<sup>th</sup> August 2021**  
**Workforce Race Equality Standard Report**

<b>Purpose of report and executive summary (250 words max):</b>		
<p>The purpose of this paper is to highlight the Workforce Race Equality Standard (WRES) report, including data analysis and action plan for 2021.</p> <p>The WRES report shows an increase in the overall number of minority ethnic staff employed by the Trust including at bands 8a 8b, 8d and board level. The indicators relating to staff experience and opportunities for progression have declined, with the largest disparities in minority ethnic staff believing the Trust provides equal opportunities for career progression, and experiences of discrimination at work from managers, team leaders and colleagues.</p> <p>The actions identified for each indicator demonstrate work taking place or planned specifically around improving the experiences of minority ethnic staff, and also around improving organisational culture that these staff are part of.</p> <p>The Inclusion &amp; Equalities Committee is asked to agree and sign off the content and proposed action plan for 2021-2022.</p>		
Action required: For approval		
Previously considered by: NA		
Director: Chief People Officer	Presented by:	Author:

Trust priorities to which the issue relates:	Tick applicable boxes
<b>Quality:</b> To deliver high quality, compassionate services, consistently across all our sites	<input checked="" type="checkbox"/>
<b>People:</b> To create an environment which retains staff, recruits the best and develops an engaged, flexible and skilled workforce	<input checked="" type="checkbox"/>
<b>Pathways:</b> To develop pathways across care boundaries, where this delivers best patient care	<input type="checkbox"/>
<b>Ease of Use:</b> To redesign and invest in our systems and processes to provide a simple and reliable experience for our patients, their referrers, and our staff	<input type="checkbox"/>
<b>Sustainability:</b> To provide a portfolio of services that is financially and clinically sustainable in the long term	<input checked="" type="checkbox"/>

<b>Does the issue relate to a risk recorded on the Board Assurance Framework? (If yes, please specify which risk)</b>
009/21
<b>Any other risk issues (quality, safety, financial, HR, legal, equality):</b> Equality

*Proud to deliver high-quality, compassionate care to our community*



# Workforce Race Equality Standard

---

In April 2015 NHS England introduced the Workforce Race Equality Scheme (WRES) which consists of nine indicators and requires NHS organisations to close any gaps between the experience of ethnically diverse and white staff for each them. We have put together WRES Metrics for East & North Herts NHS Trust for a period of 5 years (2017 to 2021), including the results from staff survey carried out in this period. We will use these indicators to ensure that we are taking active and positive steps to achieve our ambition of eliminating discrimination, ensuring equality opportunity and promoting good relations between all colleagues.

WRES Indicator <sup>1</sup>	%Staff	2017	2018	2019	2020	2021
WRES 1 – Overall workforce % by Ethnicity	White	67.11%	65.51%	58.3%	62.1%	59.6%
	BAME	26.95%	28.70%	28.4%	31.9%	32.6%
	Unknown	5.94%	5.79%	13.3%	6.0%	7.7%
WRES 2 - Relative likelihood of White staff being appointed from shortlisting compared to BAME staff		1.1	1.0	1.28	1.57	2.49**
WRES 3 - Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff		1.1	0.71	1.64	1.44	2.25**
WRES 4 - Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff		0.8	Nil on Database	1.41	1.35	1.22 *
WRES 5 - Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months			28.6	35.2	29.6	30.6**
WRES 6 - Percentage of BAME staff experiencing harassment, bullying or abuse from staff in last 12 months			34.9	32.3	31.2	32.7**
WRES 7 – Percentage of BAME staff believing that trust provides equal opportunities for career progression or promotion			77.6	79.6	76.5	69.9**
WRES 8 - Percentage of BAME staff personally experienced discrimination at work from Manager/team leader/other colleagues			12.3	15.0	15.9	19.6**
WRES 9 - Percentage of voting members of the Board representation by ethnicity	White	100.0%	100.0%	100.0%	100.0%	100.0%
	BAME	0.0%	0.0%	0.0%	0.0%	0.0%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%
<p style="text-align: center;">Model Employer Targets</p> <p>**The intention of the Model Employer target is to reflect representation of ethnic minority staff at equal proportions in all AfC pay scales by 2025.</p>	BAME	Bands	Target	Data Mar 2021	Target Met?	Data Jun 2021
		8A	36	43	Yes	44
		8B	13	18	Yes	19
		8C	12	13	No	11
		8D	2	6	Yes	6
		9	2	1	No	1
		VSM	2	1	No	1
	Grand Total / %			82	66.67%	82

<sup>1</sup> Full dataset available in Appendix 1.

## Key Findings – Narrative & Action Plan

WRES Action Plan		
<b>WRES 1 - Overall workforce % by Ethnicity</b>	<p>The overall rate of minority ethnic staff has increased slightly from 31.9% to 32.6% from 2020 to 2021, including at more senior roles such as 8a, 8b &amp; 8d. A number of initiatives are under way within the Trust and in partnership with others through the ICS to increase equity at all levels.</p> <p>The Trust's Inclusion Ambassador scheme launched in July 2020 includes 11 Ambassadors and is being expanded across the ICS to combine efforts to increase minority staff representation at more senior roles; an EDI recruitment group has been set up to oversee the expansion. Ambassadors working across the system will review job descriptions &amp; person specifications before roles are advertised, as well as looking at suggesting value based interview questions appropriate to the roles.</p> <p>The Trust is implementing a talent pool scheme where people with potential are able to develop through mentoring, shadowing and stretch tasks into leadership roles.</p>	
<b>Milestone</b>	<b>Produce and implement actions to maintain upward trends and increase representation of minority ethnic staff at senior levels in the Trust.</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
<b>1a.</b>	Review policies, processes and the way they are implemented around the resourcing and appointment of bands 5-7, 7-8a and 8a to VSM with a view to ensuring links are made to talent and inclusivity.	Sept – Aug 2022
<b>1b.</b>	Expand Inclusion Ambassador scheme within the Trust from 11 to 22 Ambassadors.	Sept – Oct 2021
<b>1c..</b>	ICS EDI Recruitment group to bring together Inclusion Ambassadors from across the system to review job roles, descriptions and specifications to ensure inclusivity. Propose generic terminology for inclusion requirement on person specifications for job bands and job roles, and suggested interview questions.	Sept – Dec 2021

<b>1d.</b>	Ensure the talent pool is inclusive of minority ethnic staff and implement demonstrable changes that will increase equity.	Aug – Jan 2022
<b>WRES 2 - Relative likelihood of White staff being appointed from shortlisting compared to BAME staff</b>	<p>White majority staff are more likely to be appointed from shortlisting compared to minority ethnic staff, and this gap has been increasing year on year for the last four years. Our data tells us that more minority ethnic staff are applying for roles and being successful at the shortlisting stage compared to three years ago which demonstrates that staff are keen to apply for roles, but are not being appointed.</p> <p>In order to address this inequity, we will review the way we make appointments, and identify any themes or trends where we need to support minority ethnic staff to succeed at interview.</p>	
<b>Milestone</b>	Increase number of minority ethnic people being appointed at interview from shortlisting.	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
<b>2a.</b>	Review of Trust recruitment and selection policies and courses, ensuring EDI references are consistent and agreed. Work with ICS to review policies at system level where feasible.	Sept – Mar 2022
<b>2b.</b>	Ensure the talent pool is inclusive of minority ethnic staff and implement demonstrable changes that will upskill this group to be successfully appointed to roles.	Aug – Jan 2022
<b>2c.</b>	Review of internal interim / deputising / secondment and fixed term appointment processes to promote opportunities and to ensure the talent pool is inclusive of minority ethnic staff; implement demonstrable changes to upskill this group ready for appointment.	Sept – Dec 2021
<b>2d.</b>	Interview Feedback – Implement guidance for interviewers on giving constructive feedback to interviewees. Communicate guidance through various mediums to enable the message to reach all potential panel members.	Aug – Dec 2021

<b>2e.</b>	Explore options to upskill members of the BAME network to support peers through the interview process such as coaching & mentoring.	Oct – Feb 2022
<b>2f.</b>	Systematic review of training for interview panels that engenders an inclusive approach i.e. unconscious bias training	Sept – Jan 2022
<b>WRES 3 - Relative likelihood of BAME staff entering the formal disciplinary process compared to White staff</b>	The Trust has seen the likelihood of minority ethnic staff going through the formal disciplinary procedure increasing year on year for four years. The reasons for this are varied and complex; and we need to better understand the processes and behaviours that are causing this disparity. As well as reviewing our policies and processes in this area, we will conduct a multi-disciplinary review of all disciplinary procedure outcomes over a one year period, to help us identify actions to close the gap between majority and minority ethnic staff in our organisation.	
<b>Milestone</b>	<b>Address disparity in disciplinary gap</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
<b>3a.</b>	Systematic review of disciplinary policies and procedures, in partnership with the ICS where feasible.	Sept – Mar 2022
<b>3b.</b>	Convene a multi-disciplinary panel involving key stakeholders to conduct a review of the outcomes for all disciplinary procedures undertaken in the last 12 months	Sept – Jan 2022
<b>3c.</b>	Produce action plan using learning from disciplinary outcomes review to address the disparity in this area.	Jan – Jun 2022
<b>3d.</b>	Add disciplinary data to the Trust EDI dashboard.	Aug – Sept 2021

<p><b>WRES 4 - Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff</b></p>	<p>Currently, only a small number of courses offered by the Trust are monitored by ethnicity, and the data in this report is based on those courses only. We are in the process of ensuring that all our courses are included in data monitoring through the ENHFT Academy, which all our staff will have access to. We know that since the pandemic, significant numbers of minority ethnic staff have been shielding or redeployed to other roles, which has impacted on their ability to access non-mandatory training and CPD. Going forward, we are going to work closely with the staff networks and shielding groups, to ensure our shielding workforce has information and access to appropriate non-mandatory training and CPD.</p> <p>All our minority ethnic staff working at Band 8a or above are in the process of receiving a ‘talent review’ where training and CPD related needs will be highlighted. In addition, a new ‘Clinical Directors’ training programme is being rolled out which develops leadership skills in consultants as part of a ‘Consultant to Clinical Director’ pathway. Minority ethnic Consultants will be supported to complete this training as appropriate.</p>	
<p><b>Milestones</b></p>	<p><b>Capture ethnicity data for all non-mandatory training and CPD.</b>  <b>Ensure shielding staff have access to non-mandatory training and CPD including appropriate equipment.</b></p>	
<p><b>Actions</b></p>	<p><b>Description</b></p>	<p><b>Timescale</b></p>
<p><b>4a.</b></p>	<p>Capture ethnicity data on all training offered by the ENHFT Academy</p>	<p>Sept – Dec 2021</p>
<p><b>4b.</b></p>	<p>Ensure shielding staff have access to non-mandatory training and CPD with the appropriate equipment while shielding.</p>	<p>Sept – March 2022</p>
<p><b>4c.</b></p>	<p>Ensure all minority ethnic staff working at band 8a and above receive a ‘talent review’ that identifies any training and CPD related needs.</p>	<p>Aug – Jul 2022</p>
<p><b>4d.</b></p>	<p>Work with key stakeholders to arrange a webinar series for ‘Stepping Up’ and ‘Ready Now’ to capture numbers that have completed the course and to identify further opportunities for development.</p>	<p>Sept – Mar 2022</p>

4e.	Work with staff networks to promote growth and learning opportunities and identify training and CPD needs amongst minority ethnic staff	Sept – Mar 2022
<b>WRES 5 - Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</b>	<p>This indicator has increased by 1 percentage point in the last year to 30.6% which may be the result of clinical staff being actively encouraged to report any experiences of harassment, bullying or abuse from patients, relatives or the public. This initiative is part of a wider programme being implemented in clinical settings to improve organisational culture. The programme includes approaches such as using healthy leadership rhythms, human factors training, a ‘Civility saves lives’ initiative and staff networks supporting colleagues in clinical settings. Work is ongoing in specific settings such as mental health wards where a more supportive infrastructure is being developed that addresses aggressive and violent behaviour towards staff.</p> <p>Within this work, a strong element of hearing the experiences of, and supporting minority ethnic staff is being embedded including:</p> <ul style="list-style-type: none"> <li>• Reciprocal mentoring between minority ethnic staff and senior leaders to increase understanding of people’s experiences that will influence approaches in the organisation – both operationally and strategically</li> <li>• Offering opportunities for staff networks to develop coaching and mentoring skills to support people experiencing difficulties in clinical settings</li> <li>• Increasing communication channels between minority and majority ethnic staff to understand each other’s experiences and impact of micro-aggressions in the workplace</li> </ul>	
<b>Milestone</b>	<b>Review of processes that tackle harassment, bullying &amp; abuse from patients and relatives including a review of their implementation across the Trust</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
5a.	Continue delivery of cultural improvement programmes in clinical settings, ensuring that the voices and experiences of minority ethnic staff influence the direction of the work.	Aug – July 2022
5b.	Implement reciprocal mentoring programme and conversations between minority ethnic staff and senior leaders to increase learning of the experiences of minority ethnic staff amongst senior leaders, and to increase resilience amongst minority ethnic staff	Sept – Aug 2022



5c.	Continue to promote positive leadership skills in line managers ensuring that issues raised by minority ethnic staff are responded to in a timely and appropriate manner.	Sept – Aug 2022
5d.	Complete recruitment of Freedom to Speak Up Guardian.	Aug – Oct 2022
<b>WRES 6 - Percentage of BAME staff experiencing harassment, bullying or abuse from staff in last 12 months</b>	<p>The overall percentage of minority ethnic staff experiencing harassment, bullying or abuse from staff has fallen from 34.9% in 2018 to 32.7% in 2021; however, there has been a slight increase from last year's figure which was 31.2%. This may be related to an increase in reporting over the last year due to more conversations happening across the Trust highlighting experiences of minority ethnic staff.</p> <p>That said, we recognise there is room for improvement and the Trust is working on a programme of initiatives to positively impact on the experiences of minority ethnic staff. This includes the commitment to appoint a full time 'Freedom to Speak Up Guardian', staff networks each with an Executive Sponsor as champions across the organisation, and expansion of the Inclusion Ambassador scheme.</p> <p>In addition, a programme of work is under way to improve organisational culture with staff conversations that feed into the Staff Experience Group, nationally recognised programmes such as 'Civility Saves Lives', a Human Factors programme as well as a 'Healthy Rhythms' initiative. The experiences and voices of minority ethnic staff are central to this work which is driven by the Trust People Strategy.</p>	
<b>Milestones</b>	<b>Produce an implement a culture plan as part of the Trust People Strategy to encompass all work taking place to improve culture and staff experience, with a key focus on the experiences of under-represented groups such as minority ethnic staff.</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
6a.	Complete review of all activity relating to improving the experiences of minority ethnic staff and improving organisational culture	Aug – Oct 2021
6b.	Implement interventions to address bullying, abuse and harassment as agreed through review of activity such as the civility & respect toolkit.	Aug – Jun 2022

<b>6c.</b>	Review policies and processes in place to address bullying, abuse and harassment – link in with ICS to do this work at a system level as appropriate.	Aug – Jun 2022
<b>WRES 7 - Percentage of BAME staff believing that trust provides equal opportunities for career progression or promotion</b>	This indicator has steadily declined over the last three years from 77.6% in 2018 to 69.9% in 2021 with a slight rise in 2019. A factor that could have impacted on this year's scoring has been the number of minority ethnic staff redeployed into other roles who may not have felt that the skills and experience they gained while in another role was incorporated into their career progression plans. Talent review conversations were also paused during the pandemic for minority ethnic staff working at band 8a and above, and we know from WRES indicator 2 that minority ethnic staff are less likely to be appointed over white majority colleagues into roles at the interview stage.	
<b>Milestone</b>	<b>Implement a demonstrable programme of work across the Trust that promotes career progression and promotion for minority ethnic staff.</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
<b>7a.</b>	Review Trust initiatives focusing on career progression and promotion to ensure they are inclusive and do not disadvantage minority ethnic staff.	Sept – Jan 2022
<b>7b.</b>	Ensure all minority ethnic staff working at band 8a and above receive a 'talent review' that identifies opportunities for career progression.	Aug – Jul 2022
<b>7c.</b>	Ensure equity in access to the talent pool including stretch tasks and shadowing as well as appropriate mentoring and coaching for minority ethnic staff.	Jan – Jun 2022
<b>7d.</b>	Explore options to upskill members of the BAME network to support peers to identify and achieve their career goals.	Oct – Feb 2022
<b>7e.</b>	Ensure appropriate coaching and mentoring is in place for minority ethnic staff including connecting with the Academy for Lifelong Leadership & Learning.	Sept – Apr 2022

<b>WRES 8 - Percentage of BAME staff personally experienced discrimination at work from Manager/team leader/other colleagues</b>	<p>This indicator has increased year on year from 12.3% in 2018 to 19.6% in 2021. During the increased focus in 2020/21 on the experiences of minority ethnic staff, discrimination from managers and team leaders was the most common concern raised. Many of the actions identified in this plan depend on managers and team leaders supporting people to access opportunities for progression such as training, coaching, having career conversations and support in applying for new roles; therefore, this is a key indicator that we will focus on to improve the overall experience and wellbeing of minority ethnic staff.</p>	
<b>Milestones</b>	<b>Implementation of Anti-Racism Campaign and Culture Plan</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
<b>8a.</b>	Continue implementation of initiatives taking place across the Trust that develop communication and leadership skills of line managers and team leaders, taking corrective action where there is low uptake.	Aug – Jul 2022
<b>8b.</b>	Implement initiatives through the culture plan that empower minority ethnic staff to create a more positive environment in supervision and 1:1's such as 'coaching upwards'.	Sept – Jul 2022
<b>8c.</b>	Implement anti-racism campaign across the Trust	Aug – Jul 2022
<b>WRES 9 - Percentage of voting members of the Board representation by ethnicity</b>	<p>The Trust is working to increase board representation by ethnicity. Over the last year, the Trust took part in the national 'Next Director Scheme' and recruited a minority ethnic aspiring Non-Executive Director (NED) who has now been appointed as a non-voting NED. The Trust will continue to be part of the Next Director Scheme to recruit more aspiring NED's from under-represented groups.</p>	

	Non-voting NED's are able to apply for the voting role as soon as a position becomes available.	
<b>Milestones</b>	<b>Continue implementation of plan to increase board membership by ethnicity.</b>	
<b>Actions</b>	<b>Description</b>	<b>Timescale</b>
<b>9a.</b>	Continue implementation of plan to increase board membership by ethnicity.	Ongoing
<b>9b.</b>	Work in partnership with system partners to attract and develop more NEDs in the system.	Ongoing

## Appendices

1. WRES Full Dataset



WRES 2021  
Template.xlsm

2. Staff Survey



NHS\_staff\_survey\_20  
20\_RWH\_summary.pdf