

Workforce Race Equality Standard (WRES) 2019 Report

Executive Summary

The WRES came into effect on 1st April 2015. The standard is designed to improve the representation and experience of BAME (Black, Asian and Minority Ethnic) staff at all levels of the organisation, focusing on experiences within their employment such as recruitment, management, training development and opportunities. To provide a context this standard's focus is on staff comprising of White British, White Irish and White Other in comparison to BAME staff.

Overall there are nine indicators that make up the NHS WRES Standard. These are detailed on page 2 and comprises of workforce indicators (1 – 4), staff survey indicators (5 – 8) and an indicator focused on board representation.

The report provides:

A summary of the key findings in this reporting period (2018/19), in comparison to the previous year (2017/18) in accordance with the three workforce themes: workforce diversity (indicators 1 – 4), staff experience (indicators 5 – 8) and leadership diversity (indicator 9). More detail on the nine indicators and any contributing factors. Areas of focus for the coming year, 2019/20.

A summary of the key findings based on most up to date workforce analytics include:

- The Trust's Workforce composite (based on the last financial year 2018/19) is **White 84.2%, BAME 15.2% and 0.6% unknown.**
- 62% of the consultant workforce is made up of BAME staff.
- 11.1% of the overall workforce is made up of non-medical BAME staff and 4.1% of the overall workforce is made up the medical BAME staff
- BAME representation within the Trust is higher by 2.1% in the non-medical workforce and 6.2% greater in comparison to the local population, which is reported at 9% (JSNA 18/19) for Tameside and Glossop at a slightly higher 12% in Tameside.
- Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives of members of the public had fallen significantly by 9% from 2018 to 2019
- BAME representation in leadership (Bands 8A – VSM, has risen from 9% to 12% in the clinical workforce from 2018 to 2019.

The areas of concerns are as follows:

- BAME staff reporting experiences of harassment, bullying and abuse from Patients/ Visitors and Staff remains higher than white staff by 2%, at 25%
- Percentage of BAME staff experiencing harassment, bullying or abuse from staff has risen by 5% from the previous year at 37% in comparison to white staff
- Percentage of BAME staff personally experiencing discrimination at work from a manager / team leader is at an all-time high of 20, 3.3 times higher than white staff
- BAME diversity in senior leadership roles (Bands 8A to VSM) has fallen by 5% in non-clinical roles
- BAME staff view that equal opportunities for career progression exist within the Trust has fallen from the previous year by 6.2%, currently at 82.6%
- Trust Board BAME representation is reported at 0% again for 2018, in comparison to the overall workforce percentage of 15.2%.

NHS WORKFORCE RACE EQUALITY STANDARD (WRES) 2018/19

Background

The WRES standard is designed to report on representation and experience of BAME staff within the organisation, focusing on their employment such as recruitment, management, training development and opportunities.

The WRES standard was introduced to prompt an inquiry to better understand why BAME staff often receive much poorer treatment than White staff in the workplace and to facilitate the closing of those gaps.

National research and evidence strongly suggest that less favourable treatment of Black and Ethnic Minority (BAME) staff occurs in the NHS, which ultimately leads to a negative impact on the efficiency and effective running of the NHS and the quality of care received by patients.

It is important that the Trust actively monitors performance locally, to fully understand any inequality or disparity that occurs and to take the necessary actions in light of the WRES findings.

This document reports on Trust's activity between 1st April 2018 and 31st March 2019 against the WRES, in accordance with the three workforce themes: workforce diversity (indicators 1 – 4), staff experience (indicators 5 – 8) and leadership diversity (indicator 9). A copy of this report will be made published on the Trust's Website.

WRES Results

There are a total of nine indicators that makes up the WRES; split across Workforce, Staff Survey and Board Representation. These are detailed in the following table 1.

Table 1		WRES 2018/ 19
Workforce Indicators		
1	Percentage of staff in each of the AfC Bands 1-9, Medical and Dental and VSM staff groups compared by:	

	Non-Clinical staff & Clinical staff
2	Relative likelihood of staff being appointed from shortlisting across all posts
3	Relative likelihood of staff entering the formal disciplinary process
4	Relative likelihood of staff accessing non-mandatory training and CPD
National NHS Staff Survey indicators	
Comparison of responses from White and BME staff	
5	KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion
8	Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? (Manager/team leader or other colleagues)
Trust Board Representation Indicator	
9	Percentage difference between the organization's Board membership and its overall workforce disaggregated: By voting membership of the Board, and By non-voting membership of the Board

3. Workforce Diversity: WRES Results

This section provides a full breakdown of the WRES results by indicators 1- 4, based on the reference period of 2018/19 in comparison to the previous year (2017/18).

At the point of the WRES report submission for 18/19, the Trust employed 4003 staff of which 84.2% was White British/ Irish/ Other, compared to 15.2% reported as BAME and 0.6% who have not declared their ethnicity. In comparison to the previous year BAME representation in the Trust has neither increased nor decreased, despite the 3.1% growth in over all workforce size. Figure 1 provides an overview of the Trust's demographics in the last 3 years.

Figure 1: Percentage of Staff by Ethnicity



Based on the indicators highlighted in Table 1, please note the following definitions:

Agenda for Change (Band 1- 9) and Medical and Dental define different terms and conditions of the employment for employees within the NHS.

Very Senior Managers (VSM) are employees who are paid above Band 9 or on spot salaries, including Executive Board members.

Clinical Staff are individuals who are employed in roles such as Health Care Assistant, Staff Nurses, Midwives, Sister, Therapist etc. Those employees who would provide direct clinical care to patients.

Non-Clinical Staff are individuals who are employees in roles such as Administrative Assistants, Reception staff, Domestic and Portering etc. Those employees who provide a support function within the Trust.

Indicator 1 - Percentage of staff who are employed on Agenda for Change (AFC) Medical and Dental and VSM (Very Senior Managers)

3.4 The tables 2 and 3 provide an overview of the workforce breakdown for both Clinical and Non-Clinical Staffing within the Trust.

Table 2: Breakdown of Clinical staff by Ethnicity

	WRES Banding	Headcount			%		
		BAME	White	Not Stated/Not Given	BAME	White	Not Stated/Not Given
	Band 1	0	3	0	0%	100%	0%
	Band 2	95	542	1	15%	85%	0%
	Band 3	4	127	1	4%	96%	0%
	Band 4	7	150	0	4.5%	95.5%	0%
	Band 5	143	475	5	23%	76%	1%
	Band 6	52	513	3	9%	90%	1%
	Band 7	22	264	1	8%	92%	0%
	Band 8a	7	63	0	10%	90%	0%
	Band 8b	2	12	0	14%	86%	0%

Band 8c	0	1	0	0%	100%	0%
Band 8d	0	5	0	0%	100%	0%
Band 9	0	0	0	0%	0%	0%
VSM	1	7	0	12.5%	87.5%	0%
Medical & Dental Consultant	78	44	3	62%	35%	3%
Senior Medical Manager	4	4	1	44%	44%	12%
Medical & Dental Non-Consultant Career Grade	61	14	1	80%	18%	2%
Medical & Dental Trainee Grades	30	37	4	42%	52%	6%
Total	505	2261	20	18%	81%	1%

3.5 Overall, BAME representation within the Clinical staff group has neither increased nor decreased in BAME diversity from 2018 to 2019.

3.6 There has been an increase in BAME representation in the following Bands in comparison to the previous year:

- Band 3 increase of 1% from 2018
- Band 5 increase by 1% from 2018

3.7 There has been some movement in the level of BAME representation in Medical and Dental roles, as highlighted below:

- Middle/ Career Grade roles – there was an 11% increase from 2018
- Trainee Grade roles – there was a 7% decrease from 2018

3.8 When analyzing the reasons behind the turnover in the medical roles, the following are the main themes.

- 15.38 % of BAME resignations relate to ‘completion of a fixed term contract/ end of training contract’
- 69.23% of BAME resignations related to ‘voluntary resignation’
- 26.92% of resignation related to ‘Relocation and Work-life balance’
- 15.38% of BAME resignations related to ‘Retirement’
- 3.9 Since the last report, the Trust has undertaken a review of Medical staff retention, followed by the development of an action plan focused on improving staff experience within the Trust and to reduce the level of turnover in the medical roles.

3.10 BAME representation in clinical roles continues to remain low overall in comparison to White Staff.

Table 3: Breakdown of Non-Clinical staff by Ethnicity

WRES Banding	Headcount			%		
	BAME	White	Not Stated/Not Given	BAME	White	Not Stated/Not Given
Band 1	25	215	6	10%	87%	3%
Band 2	26	291	1	8%	92%	0%
Band 3	15	198	1	7%	93%	0%
Band 4	10	175	0	5%	95%	0%
Band 5	2	52	1	4%	95%	1%
Band 6	5	31	0	14%	86%	0%
Band 7	7	48	0	13%	87%	0%
Band 8a	1	23	0	4%	96%	0%
Band 8b	1	23	1	4%	92%	4%
Band 8c	1	9	0	10%	90%	0%
Band 8d	0	4	0	0%	100%	0%
Band 9	0	1	0	0%	100%	0%
VSM	0	7	1	0%	88%	12%
Total	93	1077	11	8%	91%	1%

3.11 Overall BAME representation within the Non-Clinical staff group has neither increased not decreased compared to the previous year, at 8%.

3.12 Significant workforce variation in BAME diversity includes:

- 2% increase in BAME representation at Band 2 roles from the 2018 position
- 1% increase in Band 4 roles from the 2018 position
- 6% decrease in Band 5 roles from the 2018 position
- 8% decrease in Band 6 roles from the 2018 position
- 3% decrease in Band 8A roles from the 2018 position
- 11% decrease in Band 8B roles from the 2018 position
- 7% decrease in Band 8C roles from the 2018 position

The Trust has developed a Talent Management Strategy initially focusing on succession planning on senior management roles, which will assist in the progression of employees within the first 4 tiers within the Trust. This work is further supported by the actions detailed in the EDI Workforce Strategy 2019 - 21 for leadership diversity.

Indicator 2 – Recruitment and Selection

3.14 This indicator looks to analyse the relative likelihood of BAME applicants being appointed from shortlisting compared to that of White applicants. This indicator looks to report on all recruitment within the Trust, both internal and external recruitment initiatives.

3.15 Since the last report for 17/18, the Trust has implemented a new recruitment software known as TRAC which is an ‘end to end’ recruitment package. For example, this software allows for vacancies to be advertised through to the management of successful candidates (including the issuing of employment contracts). This software came into place from October 2017.

Table 4: Breakdown of Shortlisting v Appointment by Ethnicity

Descriptor	2018		2019	
	White	BAME	White	BAME
Number of Applications Received	-	-	7577	3392
Number of Shortlisted Applicant	-	-	1445	513
Number of appointed Applicants	-	-	571	187

Ratio Shortlisting/Appointed	-	-	0.4	0.36
Relative Likelihood of White applicants being appointed compared to BAME applicants	-		1.08 times	
N.B A figure above '1' would indicate that white candidates are more likely than BAME candidates to be appointed.				

Comparative annual data for 2018 is not available. However, for 2019, white staff are 1.08 times more likely to be appointed than BAME staff across the Trust.

3.16 Over the last year, the Trust has actively promoted vacancies via Social Media (both external to the Trust and internally). This has generated greater visibility of opportunities to the local community and regionally. Furthermore, one of the functionalities with TRAC is the opportunity to detail vacancies on the Trust internet page. Therefore, a member of the public will have easy access to opportunities via the Trust's webpage, which may translate into greater diversity of applications received. Further developments to increase number of applications from BAME communities includes working with the Tameside and Glossop local authority to extend the reach of our adverts is detailed in the Trust's EDI Workforce Strategy, 19 – 21.

3.17 In terms of fair access, the Trust offers Apprenticeships as a part of the employment offer to entry level roles where possible to build a sustainable future talent pipeline and widen access to employment by removing unnecessary qualification barriers for BAME groups. This work will be continued in 19-20 to create equality of opportunity to employment for BAME groups.

3.18 The Trust has also created an approach to advertising job descriptions and person specifications that have removed the bureaucracy in the application process to enable more accessible routes to employment. This job profiling approach for entry level roles is an effort to improve fair access to employment for BAME groups with improved routes to employment. This work will be continued in 19-20 to create equality of opportunity to employment for BAME groups

Indicator 3 – Disciplinary Processes

3.19 This indicator looks to take into account any inequity in connection to the commencement of any disciplinary/ conduct investigation. This indicator looks to analyse the number of cases where a formal investigation has commenced, regardless of the outcome of the investigation.

Table 5: Breakdown of staff entering Disciplinary processes by Ethnicity

Descriptor	2017/18		2018/19	
	White	BME	White	BME
Number of staff in workforce	3291	560	3372	599
Number of staff entering the formal disciplinary process (closed cases)	53	10	29	2
Ratio for entering disciplinary processes	0.016	0.018	0.0086	0.0033
Relative likelihood of BAME staff entering formal disciplinary process compared to White staff	0.94 times		0.39 times	

N.B A figure above '1' would indicate that BAME candidates are more likely than white candidates to enter formal disciplinary process.

3.20 In comparison to the previous year, it is positive to report that the likelihood of BAME staff entering a disciplinary process has improved since last year.

In the last two years, the Trust has embedded the following processes that has assisted in the positive improvements in this indicator:

- We have commissioned case investigator training to ensure that all investigations are fair, consistent and follow best practice guidelines.
- The roll out of HR Key Skills Training which includes the focus on Conduct and Disciplinary processes for line managers/ supervisors and team leaders

- As part of the training, managers are advised of how ‘unconscious bias’ can influence decisions when managing incidents and/or disciplinary processes.
- By creating a greater awareness of unconscious bias, it will allow managers to reflect on decisions they have made (and/ or are likely to make in the future).
- Anyone who is facing a formal disciplinary investigation is assigned a neutral ‘buddy’ who is there to provide support and advice to them

Indicator 4 – Staff Accessing Non-Mandatory Training

This indicator focuses on the opportunities provided to staff regarding non-mandatory training and CPD, particularly to identify the likelihood of BAME staff compared to White staff.

At the Trust all mandatory and non-mandatory training is publicized via existing internal communication channels for staff members to access regardless of their ethnicity. There are two type of non-mandatory training, one which is advertised centrally and coordinated via the Education and Training team, and separately training that is organized and advertised in the locally teams. Table 6 reports on training activity recorded on the Trust’s OLM system.

Table 6: Breakdown of staff accessing non-mandatory training by Ethnicity

Descriptor	2017/18		2018/19	
	White	BAME	White	BAME
Number of staff accessing non-mandatory training	3291	559	3233	578
Relative likelihood of White staff accessing non-mandatory training compared to BME staff	1.00		0.99	
N.B A figure below ‘1’ would indicate that BME candidates are more likely than white candidates to access non-mandatory training.				

Based on the comparison between 17/18 and 18/19, there has been a 3.3% drop in BAME access of CPD which is slightly lower by 0.8% than white staff.

Since the last report, the following work has been underway:

- The roll-out of the Talent Management Strategy is continuing and currently focusses on the development of employees within the first 'four tiers of management' of the Trust.
- The Appraisal Window closes at the end of September 2019. Staff have been having Appraisal conversations to include a rating of their Behaviours and Performance over the last year and to set objectives for the coming 12 months too. New for this year to the Appraisal was the introduction of an approach to reflect on carer responsibilities and work/life balance to prompt supportive management action in this area.

4. Staff Experience: WRES Results (National Staff Survey Findings)

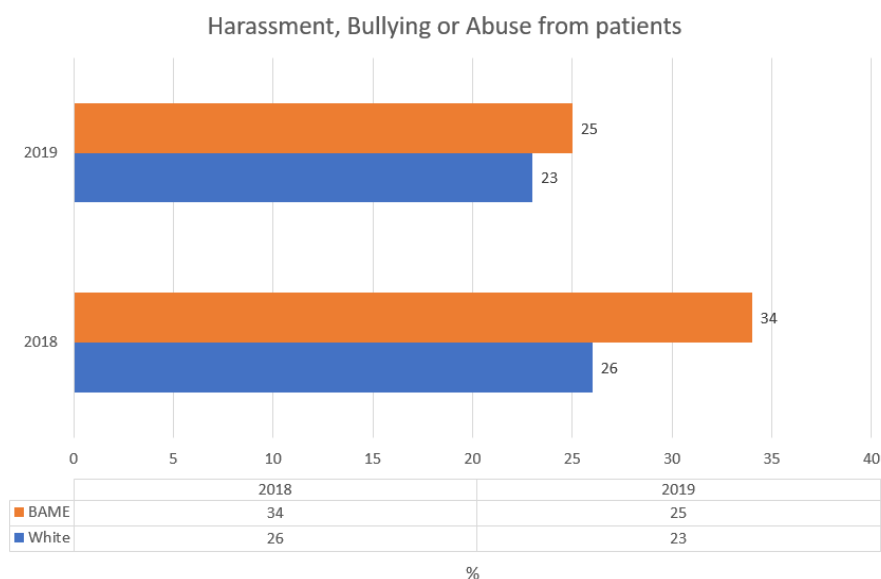
Indicator 5 - Staff experiencing harassment, bullying or abuse from Patients/ Public

4.1 The NHS staff survey question (KF25) explores responses relating to staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.

4.2 The findings within the indicator has highlighted that 23% White Staff and 25% BAME staff have reported such experiences. Whilst a 2% disparity exists between White and BAME staff, there has been a significant 9% improvement in the negative experience of BAME staff between last year and 2019 within this indicator which highlighted a 34% rate of bullying, harassment or abuse for BAME staff in 2018.

4.3 Over the last year, the Trust instigated Staff Focus groups (aimed to support BAME staff) to provide the opportunity to share their 'lived experiences' of working within the Trust along with identifying areas of improvement. The Staff Focus groups were positively attended, the benefits and added value of holding the forums were identified and going forwards the Trust commits to continuing these arrangements, as further described in the EDI Workforce Strategy for 2019-21.

Figure 2: Staff Survey results – Staff experiencing harassment, bullying or abuse from Patients/ Public in the last 12 months (NB the lower the score the better)



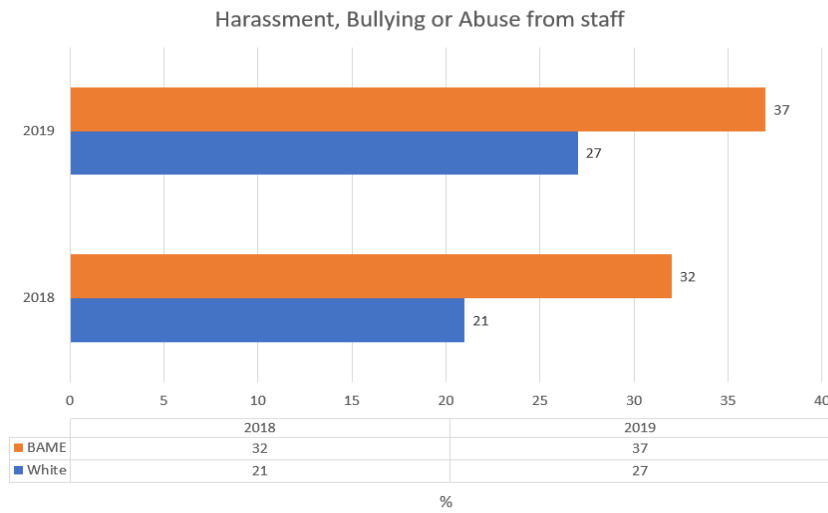
Indicator 6 – Staff experiencing harassment, bullying or abuse from staff in the last 12 months

4.4 This indicator provides the percentage of staff experiencing harassment, bullying or abuse from staff in the Trust in last 12 months. (KF 26)

Figure 3 presents the findings relating to the indicator, which shows that BAME staff (37%) experience greater incidents of harassment, bullying or abuse from staff in comparison to their White counterparts (27%), highlighting a striking 10% disparity in experience based on ethnicity. There has been a 5% increase in this indicator for BAME staff from last year, suggesting that bullying and harassment is on the rise from staff for groups with this protected characteristic.

4.5 The Trust is committed to addressing the negative experiences of BAME staff experience and as a result, have taken action to create both a staff equality network and equality champions to enable creating psychological safety for minority groups as well as provide opportunities to identify and eradicate experiences of discrimination, the details of which are outlined in the EDI Workforce Strategy 19-21.

Figure 3: Staff Survey results – Staff experiencing harassment, bullying or abuse from staff in the last 12 months (NB the lower the score the better)

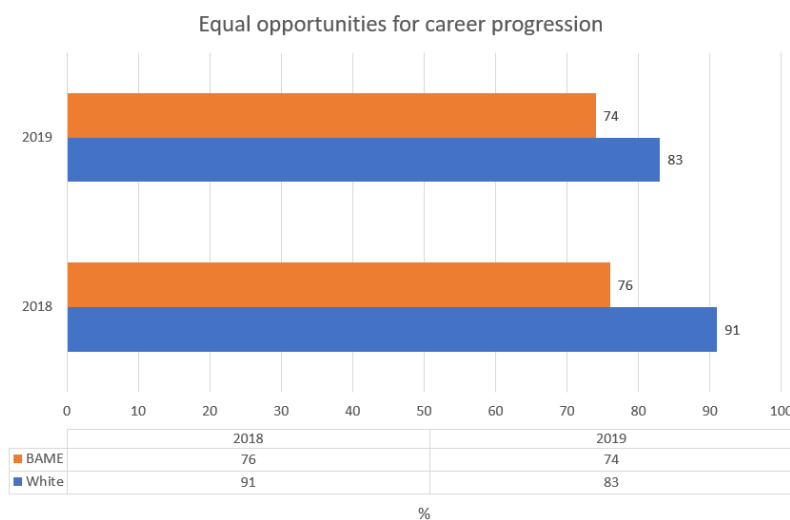


Indicator 7 - View of staff regarding Equal Opportunities for career progression or promotion

4.9 This staff survey question asks for staff perceptions of equal opportunities for career progression or promotion within the Trust.

4.10 The findings are that 83% of White Staff compared to 74% of BAME staff view that equal opportunities exist within the Trust. Similar to the other staff survey scores as highlighted above, the findings have reduced in comparison to the previous year. The scores are highlighted in Figure 4.

Figure 4: Staff Survey results – View of staff regarding Equal Opportunities for career progression or promotion (NB the higher the score the better)



4.11 As demonstrated in figure 4, there is a significant difference in the view of BAME staff compared to White staff of 9%. The perception gap has closed somewhat from 15% of the previous year to 9% for 2019 but the disparity in experience continues to exist.

4.12 Since the last report the Trust has established the ‘internal transfer scheme’ which has assisted in creating greater opportunities for staff. The internal transfer scheme is open to all staff, whereby they have the opportunity to request an internal move within the Trust to another department or role i.e. a member of staff who is based in finance requesting a transfer to the governance team etc. The criteria for such moves are that the opportunity has to be at an equivalent band (not a promotion) and there has to be a vacancy available to facilitate the transfer. Since the establishment of the scheme, the HR team have received positive feedback from staff and will in turn result in staff retention.

Indicator 8 - Experience of discrimination from Managers/ Team Leaders

This last staff survey question explores staff experiences of discrimination within the workplace by a manager or senior, in the last 12 months. (Q17)

The results of this staff survey questions shows that 20% of BAME staff reported discrimination within the workplace from a manager or senior compared to 6% of White Staff in 2019. The findings show an improvement in comparison to the previous year (21% BAME staff and 5% White) and is better than the national average which was reported as 15% BAME and 6% White staff.

Figure 5: Staff Survey results – Experience of discrimination from Managers/ Team Leaders (NB the lower the score the better).

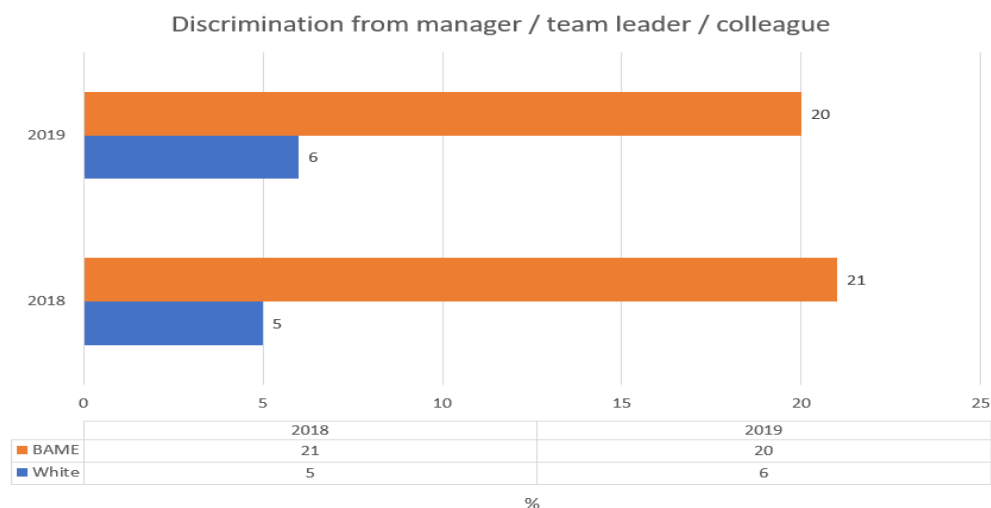


Figure 5 shows that BAME staff are 3.33 times more likely to experience discrimination from a manager than white colleague, an area of particular concern for the Trust.

Over the last 18 months, the Trust has continued to train line managers/ team leaders and supervisors on HR Key Skills. As part of the training, managers are encouraged to reflect on their management styles, they are taught the principles of being an authentic and compassionate leader, good management techniques and a greater awareness of their unconscious bias and how to manage with inclusive practice. As the training continues to be rolled out, it is intended to create a greater skill set and awareness within the management team to improve staff experience for BAME staff.

Based on the findings within indicator 5 through to 8, the Trust has rolled out a number of Staff Focus groups aimed to support BAME staff. The aim of the focus groups is to allow for BAME staff to feedback on their 'lived experiences' within the Trust and to share the emergent stories as learning resource to drive large scale cultural change for Equality, as described in the EDI workforce strategy 19 – 21.

The Trust will be actively rolling out a programme of bespoke face-to-face Equality and Diversity training which is in addition to the standard e-learning training package that is required of all employees. The training provides the attendees with a greater awareness of the different types of discrimination, overview of reasonable adjustments, how to raise concerns and the support that is available to staff.

5. Leadership Diversity: WRES Results

(Indicator 9 - Trust Board Representation)

This indicator compares the BAME compliment on the Trust Board in comparison of the overall workforce.

5.1 For the purpose of this indicator, Board membership includes all voting and non-voting members of the Board and includes Executive and Non-Executive members.

5.2 As of 31st March 2019:

- The Trust's BAME workforce representation was 15.2%

- All board members (including voting and non-voting members) are White British. There are 12 members on board, 1 Chair, 5 Non-Executive Directors and 6 Executive Directors. 11 members of board are voting members and 1 member is non-voting.

The BAME representation on Trust Board has not changed from the previous year.

5.3 Based on the findings within this indicator, the Board BAME composite does not reflect the local population (which is reported at 9%) or the overall BAME workforce which is 15.2%.

6. Summary of Key Findings

6.1 Indicator 1 shows that:

- The overall workforce compliment of BAME staff is 15.2%, as at 31st March 2019, demonstrating no progress for diversity since the position of 2018.
- The percentage of Clinical staff is reported at 18%. There has been no increase from the previous year. The majority of the BAME clinical staff are within Band 2 and Band 5 roles.
- Within Medical and Dental roles, there has been a significant growth of 11% in non-consultant career grades and a decline of 7% in trainee roles.
- 2019 WRES data has also identified a 44% BAME workforce size in the Senior Medical manager role that was not reported on last year.
- The percentage of Non-Clinical staff is reported at 8% with no variation from the previous year.

6.2 Indicator 2 shows that people from a White Background are 1.08 times more likely to be appointed (following shortlisting) than people from a BAME background.

6.3 Indicator 3 shows that BAME are 0.55 times more likely to enter a formal disciplinary process at the Trust than white staff.

6.4 Indicator 4 shows a slight reduction in the likelihood of White staff accessing non-mandatory training which currently, white staff are 0.99 times likely to access CPD training in comparison to BAME staff.

6.5 Indicator 5 shows an increase in BAME staff reporting bullying and harassment from patients, relatives and the public. The current position is 25% of BAME, compared to 23% of White Staff. There has been significant improvement in the experience of BAME staff this year in comparison to last year.

6.6 Indicator 6 shows an increase in BAME staff experiencing bullying and harassment or abuse from staff than the previous year. The current position is reported to 37% for BAME staff compared to 27% for White staff.

6.7 Indicator 7 shows that BAME staff feel less likely that the Trust offers equal opportunities in career progression, 74% of BAME staff compared to 83% of White Staff.

6.8 Indicator 8 shows a huge difference between the experience of BAME staff and white staff in terms of discrimination from line managers at 20% for BAME staff and 6% for white staff. This is a priority area of concern for the Trust

6.9 Indicator 9 shows that the all Trust board members (both voting and non-voting) are White British, and therefore the board composite does not reflect BAME diversity, again a priority area of concern for the Trust.

7. AREAS OF FOCUS FOR 2018/19

7.1 The area of focus relates to the following:

- The development of a staff equality network to provide BAME staff with a forum to address bullying, harassment and abuse with psychological safety
- The development of a community of Equality Champions to challenge discrimination in the workplace and advocate for the health and wellbeing of BAME staff
- Talent pipelining, management and succession planning for BAME diversity in senior leadership roles
- Workforce diversity at all levels of the organisation

- Review of the employment cycle to create fair access to employment and promote equality of opportunity for BAME staff.

The findings of the WRES report will be shared with the Trust's Workforce Committee and Equality and Diversity Steering Group whereby an action plan will be produced to deliver on each of the findings.