

Report to:	Public Board of Directors	Agenda item:	14.1
Date of Meeting:	1 September 2021		

Title of Report:	WRES 2021 Submission
Status:	For discussion
Board Sponsor:	Claire Radley, Director for People
Author:	Gayle Williams, Equality and Diversity Officer
Appendices	Appendix 1: Staff breakdown

1. Executive Summary of the Report
Outlines the Trust's performance against the Workforce Race Equality Standard (WRES) with an accompanying action plan to be undertaken over the next 12 months from 1 st August 2021.

2. Recommendations (Note, Approve, Discuss)
The Board of Directors is asked to note the report and action plan.

3. Legal / Regulatory Implications
Statutory obligation under the Equality Act 2010 to publish information to demonstrate compliance with the public sector equality duty (PSED) at least annually and is further required to publish the results of the annual WRES data collection and subsequent action plan.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)
Workforce risks associated with this report are monitored through the Diversity and Inclusion Steering Committee, (DISCo), and report to People Committee.

5. Resources Implications (Financial / staffing)
None

6. Equality and Diversity
This report supports equal opportunities for all staff.

7. References to previous reports
<ul style="list-style-type: none"> Workforce Race Equality Standard & Action Plan 2019/20 presented 4th August 2021 to DISCo Last year's WRES Submission to Public Board, September 2020

8. Freedom of Information
Public

1. Introduction

This paper outlines the Trust’s performance against the Workforce Race Equality Standard (WRES) and identifies a number of actions to be undertaken over the next 12 months to improve the performance against the standard. The report also includes details of the Race Disparity Ratio; a new tool introduced this year as part of the NHS People plan which complements the WRES data which looks specifically at the likelihood of progression of both White and Black and Asian and ethnic minority staff.

2. Workforce Race Equality Standard (WRES)

2.1 The WRES comprises nine standards against which the Trust is required to assess its performance:

- Four standards cover the comparison of White and Black, Asian and minority ethnic staff metrics held within the Electronic Staff Record (ESR)
- Four standards cover the comparison of white and Black, Asian and minority ethnic staff responses within the annual NHS staff survey results for 2020
- One standard covers an assessment of whether our Board ethnicity is representative of the local population it serves.

2.2 Summary

2.3 The data shows we have made some improvements in representation in band 8a and above and also at board level. Other metrics detailed below are an uncomfortable read and are not at an acceptable level for the organisation; for example an increase in our staff reporting discrimination from colleagues/managers or the clear difference in likelihood of progression score as derived from the Race disparity Ratio. Clear, ambitious and time-framed objectives are aligned to these metrics to ensure we drive through change in this area, detailed in the action plan below.

2.4 The details of the Trust’s performance highlighted in Section 3 forms the basis for the formal submission to NHS England submitted by 31st August 2021. A breakdown of the staff within both Agenda for change and medical staff is included in **Appendix 1** alongside the Model employer and Race disparity ratio information.

The WRES metric data has been submitted to NHS England, Board report and action plan to be published no later than 31st October on the RUH Website in line with the regulatory obligation to publish.

The Diversity and Inclusion Steering Committee will monitor the implementation of the action plan on a quarterly basis as part of a standing agenda item on the committees meeting.

3. Data

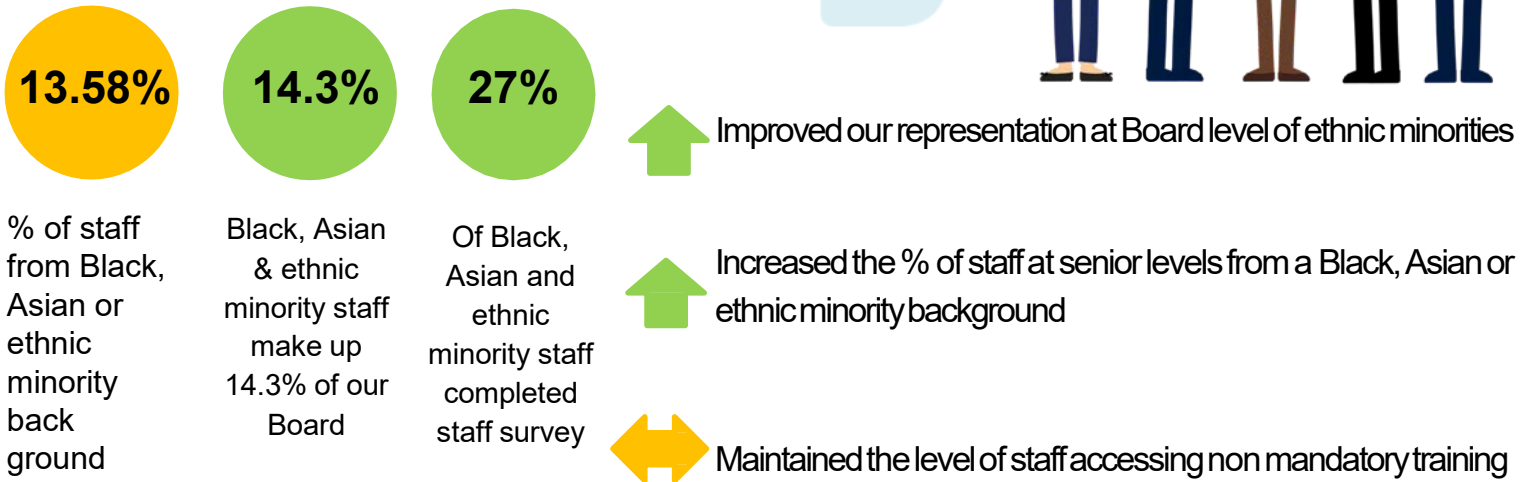
See next pages. Thegraphics used will be shared along with patient stories).

Our WRES Results 2020/2021

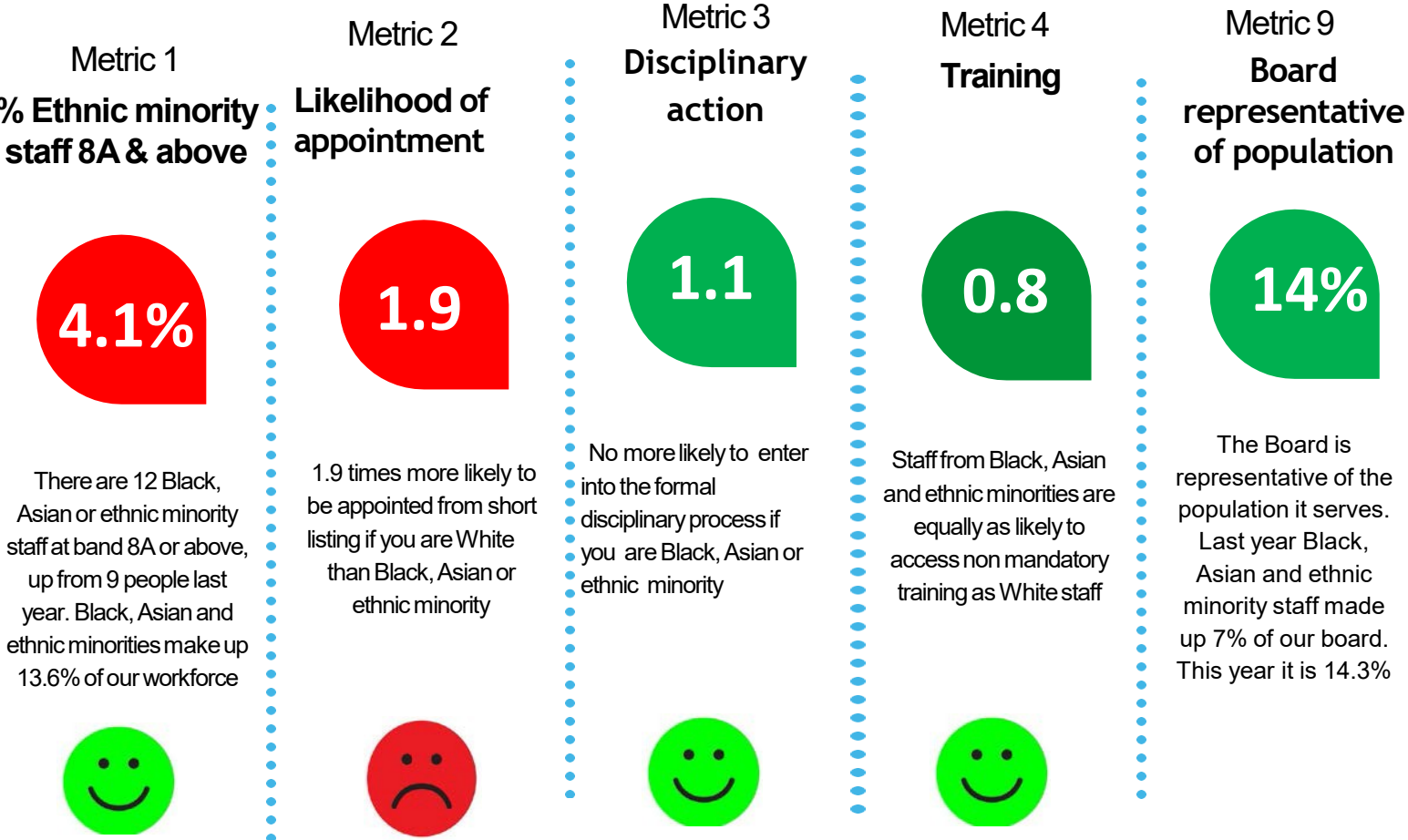
Workforce Race Equality Standard



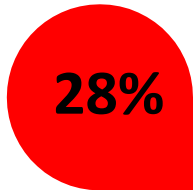
Demographic Snapshot



Improvement on the 2019 staff survey
 Rated about the same as 2019 staff survey
 Inequity between staff from black, Asian and Minority ethnic backgrounds and white staff



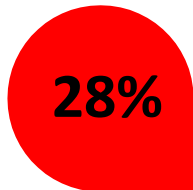
Metric 5
Safe environment- Bullying & harassment: patients/visitors



Black, Asian and ethnic minority staff experience of bullying & harassment from either patients, relatives or carers.



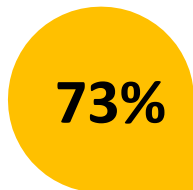
Metric 6
Safe environment- Bullying & harassment: staff/colleagues



This theme covers experiences of violence from managers or colleagues.



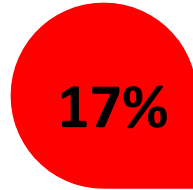
Metric 7
Career progression or promotion



Black, Asian and ethnic minority staff believing the Trust offers equal opportunity for career progression or promotion, (versus 88% of all staff). Improvement on last year of 6%)



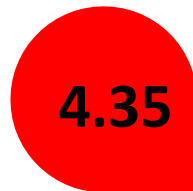
Metric 8
Discrimination experienced in last 12 months from staff/manager



Increase in Black, Asian and ethnic minority staff experiencing discrimination from colleagues/manager, (up 3% from last year), compared to 5.5% of white staff.



Race Disparity Ratio
Likelihood of progression



New metric - staff progression through the AfC bands. White staff are 4.35 times more likely to progress through lower, middle and upper bands than Black, Asian and ethnic minority staff



4. Action plan for 2021

In response to the WRES data for this year the Fusion network has helped to draw up the action plan for 2021. The network has grown to 74 members with the introduction of Workplace. Some of the activity planned for 2020 was not progressed as quickly as planned due to the pandemic.

The actions are in addition to a number of equality and diversity activities, (such as the recruitment and retention overhaul outlined as part of the people plan and the health and wellbeing conversations rolled out earlier this year) which support the WRES agenda.

Metric	Action	Significant steps and timeframe
<p>Metric 1, Representation across bands</p> <p>Metric 2 Likelihood of appointment</p> <p>Metric 7 – Career progression</p>	<p>Review R&R plan in line with ED&I agenda</p> <p>BSW Inclusive Talent Management programme</p>	<p>R&R/EDI Steering group in situ.</p> <p>Priority work:</p> <ul style="list-style-type: none"> • Inclusive selection panels/process • Review of Rec&Selection policy • Implementing value based recruitment across the Trust <p>Completion date: June 2022</p> <p>Aim: reduction from a likelihood score of 1.9 to 0.8-1.2 would equal parity.</p>
<p>Metric 3 Disciplinary process</p>	<p>Restorative Just Culture programme to support ethnic minority colleagues entering into disciplinary processes</p> <p>Posters advising staff how to tackle racism</p> <p>Training for staff and managers on equality, diversity and inclusion</p> <p>Conflict resolution policy refreshed</p>	<p>Disciplinary process re-written to support RJC by November 2021.</p> <p>Increase in staff from ethnic minorities accessing F2SU services</p> <p>Completed</p> <p>Commencing October 2021. Board level development to commence in September 2021</p> <p>Completed and relaunched November 2021</p> <p>Aim: Reduction in likelihood of entering into disciplinary action from 1.7 to between 0.8-1.2 to equal parity with White staff.</p>

Metrics 5, 6 and 8: Ensuring all our staff have a voice - support to Fusion and other network groups	Reciprocal Mentoring Communication strategy for staff networks	Ongoing -10 Mentors enrolled in the programme currently Commencing September 2021
Metrics 6 & 8 staff experience	Embed networks into inductions programme	September 2021

5. Summary

The above data shows we have made improvements in some areas linked to the race equality standard, but the data clearly shows that this work is not yet complete. The RUH are committed to delivering on the above actions in response to the Workforce Race Equality Standard and as part of the wider work on Equality, Diversity and Inclusion.

It is crucial that we have clear, timely and ambitious plans to improve the experience of our staff, and in doing so we need to understand the stories and examples behind this data and respond to these lived experiences. We are committed to ensuring that the RUH is an outstanding place to work, where all of our staff have an equal opportunity to flourish and to deliver positive changes for all employees by creating a more inclusive environment for all people working here at the RUH, Bath.

Appendix 1: Staff Breakdown by ethnicity and bands.

Table 1: Percentage of Black, Asian and ethnic minority staff in Bands 8-9, VSM (including executive Board members)

Descriptor	2019/2020	2020/2021
Number of BAME staff in Bands 8-9 and Very Senior Managers*	9	12
Total number of staff in Bands 8-9 and Very Senior Managers	262	287
Percentage of BAME staff in Bands 8-9 and Very Senior Managers	3.43%	4.18%
Number of BAME staff in overall workforce	709	786
Total number of staff in overall workforce	5588	5782
Percentage of BAME staff in overall workforce	12.7%	13.6%

*Note: this indicator is based on directly employed workforce data within ESR at 1st April 2021, (excludes bank staff).

Table 2: Percentage breakdown of staff by band

Banding	Black, Asian and ethnic minority as a % of band 2020	Black, Asian and ethnic minority as a % of band 2021
Band 1	12.4%	27.5%
Band 2	13.3%	14.1%
Band 3	5.5%	4.5%
Band 4	9.8%	14.1%
Band 5	17.7%	26.3%
Band 6	7.2%	10.2%
Band 7	6.0%	5.7%
Band 8, 9 and VSM	3.4%	4.1%

*Note this excludes bank staff and those with not known

Table 3: Medical Workforce

	2019/2020	2020/2021
Total number of Staff who are medical consultants	270	275
Number of Black, Asian and ethnic minority staff who are Consultants	36	37
Percentage of Black, Asian and ethnic minority staff who are consultants	13.3%	13.4%
Of which number who are senior medical managers, (Medical Director or report directly into Medical Director/Deputy)	0	0
Percentage of Black, Asian and ethnic minority staff in overall medical workforce	15.4%	14.9%

Race disparity ratio and Model Employer targets

The intention of the Model Employer target is to reflect representation of ethnic minority staff at equal proportions in all AfC pay scales by 2028. For the RUH this means our target for representation of Black, Asian and ethnic minority staff in bands 8 and above should reflect the proportion who are in the workforce as a minimum. 13.6% of our workforce are Black, Asian or minority ethnic and this should be reflected at each band, however from table 2 we can see this is not the case.

Currently the Trust is ahead of its targets for all bands except 8a, but the figures are subject to change as people move jobs and numbers of staff from ethnic minorities increase.

Table 4: Model Employer targets:

						Target – this number will change each year dependent on % of BAME in workforce						
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Number of staff in each band	B7			26	32							
	8a	3	3	3	4 (6)	7	8	9	10	11	12	13
	8b	1	1	3	3 (2)	2	3	3	3	4	4	4
	8c	0	1	1	2 (1)	1	1	1	1	1	2	2
	8d	0	0	1	1 (0)	0	1	1	1	1	1	1
	9	0	0	1	1 (0)	0	0	0	0	0	0	1
	VS M	0	0	0	2 (0)	0	0	0	0	0	0	0

(Target is in brackets for 2021, after actual figure)

The 'disparity ratio' has been developed as a metric by the national WRES team to help set trajectories and monitor them. As our staff numbers change, (with the proportion of Black, Asian and ethnic minority staff rising each year) the ratio is calculated quarterly and reported to DISCO who monitor the actions taken to address the imbalance.

The Race Disparity Ratio is the difference in proportion of Black, Asian and ethnic minority staff at various AfC bands in the Trust compared to proportion of White staff at those bands. It is presented at three tiers –

- bands 5 and below ('lower')
- bands 6 and 7 ('middle')
- bands 8a and above ('upper')

	A	B	C	D	E	F
	White Lower	BAME Lower	White Middle	BAME Middle	White Upper	BAME Upper
Numbers of staff in each tier	2787	571	1280	121	276	13

G	H	I	J	K	L	M	N	O
White progress lower-to-middle	BAME progress lower-to-middle	White progress middle-to-upper	BAME progress middle-to-upper	White progress lower-to-upper	BAME progress lower-to-upper	Disparity ratio lower-to-middle	Disparity ratio middle-to-upper	Disparity ratio lower-to-upper
=A/C	=B/D	=C/E	=D/F	=A/E	=B/F	=H/G	=J/I	=L/K
2.18	4.72	4.64	9.31	10.10	43.92	2.17	2.01	4.35

Progression ratio: This is the probability of white staff versus Black, Asian and ethnic minority staff being promoted through the staff lower, middle and higher bands. In the above, we can see 1 in 10 White staff are likely to progress from the lower tier through to the upper tier versus 1 in 43 Black, Asian and ethnic minority staff.

The disparity ratio is then the comparison between the progression ratios for white and Black, Asian and ethnic minority staff. Our figures for this year, (April 2021) indicate that white staff are 4.35 times more likely to progress through the organisation than Black, Asian and ethnic minority staff.

Report to:	Public Board of Directors	Agenda item:	15.2
Date of Meeting:	1 September 2021		

Title of Report:	WDES Submission
Status:	For information
Board Sponsor:	Claire Radley, Director for People
Author:	Gayle Williams, Equality and Diversity Officer
Appendices	Appendix 1: WDES Indicators

1. Executive Summary of the Report
This paper outlines the Trust's performance against the Workforce Disability Equality Standard (WDES) and a number of actions will be undertaken over the next 12 months from 1 st August 2021.

2. Recommendations (Note, Approve, Discuss)
The Board of Directors is asked to note the report and action plan.

3. Legal / Regulatory Implications
Statutory obligation under the Equality Act 2010 to publish information to demonstrate compliance with the public sector equality duty (PSED) at least annually and is further required to publish the results of the annual WDES data collection and subsequent action plan.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)
Workforce risks associated with this report are monitored through the Diversity and Inclusion Steering Committee, (DISCo) and People Committee.

5. Resources Implications (Financial / staffing)
None.

6. Equality and Diversity
This report supports equal opportunities for all staff.

7. References to previous reports
2021 WDES Board Report WDES National 2019 report

8. Freedom of Information
Public

1. Introduction

This paper outlines the Trust’s performance against the Workforce Disability Equality Standard (WDES) and identifies a number of positive actions to be undertaken over the next 12 months.

2. Workforce Disability Equality Standard (WDES)

The WDES comprises nine standards against which the Trust is required to assess its performance:

- Three standards cover the comparison of staff with and staff without disabilities staff metrics held within the Electronic Staff Record (ESR)
- Five standards cover the comparison of staff with and staff without disabilities responses within the annual NHS staff survey results for 2019
- One standard looks at the staff engagement score for staff with and without disabilities
- One standard covers an assessment of whether our Board is representative of the overall staff within the RUH.

The data shows we have made some improvements in representation of clinical staff who consider themselves disabled and at board level. The staff survey metrics overall also show a small improvement from the 2019 survey. Whilst progress has been made the metrics detailed are still an uncomfortable read and are not at an acceptable level for the organisation. For example, non-disabled staff being 1.6 times more likely to be appointed from short listing and disabled staff reporting higher instances of bullying and harassment than their non-disabled colleagues.

Clear, ambitious and time-framed actions are aligned to these metrics to ensure we drive through change in this area, these are detailed in the action plan below. The data will be shared with the organisation and will sit alongside staff stories to show the human impact of some of these inequalities.

The details of the Trust’s performance highlighted in Section 3 forms the basis for the formal submission to NHS England submitted by 31st August 2021. A breakdown of the staff, clustered into bands within both Agenda for change and medical staff is included in Appendix 1 as part of the formal submission.

The WDES metric data has to be submitted to NHS England, Board report and action plan to be published no later than 31st October on the RUH Website in line with the regulatory obligation to publish. The Diversity and Inclusion Steering Committee will monitor the implementation of the action plan on a quarterly basis as part of a standing agenda item on the committees meeting, reporting into People Committee.

The Trust has a network for disabled staff, called Equal Abilities. The network is small, but has grown to 35 members with the introduction of Workplace. The group in response to the

Author: Gayle Williams, Equality and Diversity Officer	Date: 23 August 2021
Document Approved by: Claire Radley, Director for People	Version: Final
Agenda Item: 14.2	Page 2 of 7

WDES report has helped develop the 2021 Action plan, noting that some actions from 2020 remain outstanding due to the Covid-19 pandemic.

3. Data

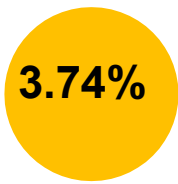
See next pages.

Our WDES Results 2020/2021

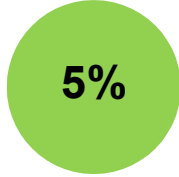
Workforce Disability Equality Standard



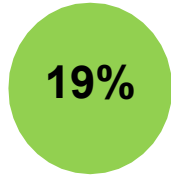
Demographic Snapshot



% of staff consider themselves to be disabled



% of clinical staff at band 8a and above have a disability (3.1% for non clinical staff)



Of staff completing the 2020 staff survey said they had a disability



% of disabled staff believing we offer equal opportunities for career progression and promotion has risen



% of staff stating that adjustments have been made for them at work has risen



Numbers of disabled candidates appointed from shortlisting has remained static, disabled candidates less likely to be appointed than non-disabled.



Improvement on 2019 staff survey results



Rated about the same as 2019 staff survey

Performed about the same as last year and non-disabled staff



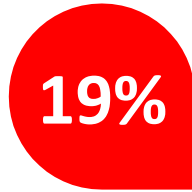
Metric 1 % disabled staff across workforce



% of disabled Board members in comparison to the rest of the workforce (whole workforce 3.74%)



% of clinical staff above band 8a are disabled



% of staff with unknown disability status, up from 18% last year



Metric 2 Likelihood of appointment



1.6 times more likely to be appointed from short listing if you are non disabled than disabled



Metric 3 Formal capability action



No more or less likely to enter into the formal performance management process if you are disabled





Improvement on 2019 survey



Rated about the same as 2019 staff survey



Inequity between disabled and non-disabled staff

Metric 4

Safe environment, Bullying & harassment, (B&H):

4a B&H from Patients/visitors

29%

Disabled staff experience of B&H from either patients, relatives or visitors, improvement of 4.5% from last year



4b B&H from staff/colleagues

24.3%

Improvement of 7.3%, but disabled staff report higher instances of B&H from colleagues/staff than non-disabled staff (16.5%)



4c B&H from manager

16.3%

Disabled staff reporting B&H versus 10.2% of non-disabled staff, similar to last year's results.



4d Staff reporting B&H

37.1%

Disabled staff who have experienced B&H reporting it, higher the % the better



Metric 5 Career progression or promotion

84.2%

Disabled staff believing the Trust offers equal opportunity for career progression or promotion, (versus 88% of all staff). Improvement on last year of 4%)



Metric 6 % of staff who have felt pressure from manager to attend work, whilst unwell

31.3%

% Disabled staff stating they feel pressure to attend work



Metric 7 % staff satisfied with the extent to which Trust values their work.

42.5%

% Disabled staff stating they feel their work is valued, (up 4.8% from last year. Non disabled staff score 51.2%)



Metric 8 % of adequate adjustment(s)

77%

% Disabled staff feeling adequate adjustment(s) have been made to enable them to carry out their work, (up 6%)



Metric 9 Staff engagement score, (disabled vs non-disabled)

6.9

Disabled staff engagement score. Trust overall score is 7.1



4. Action plan 2021

In response to the WDES data for this year the Equal Abilities network has helped to draw up the action plan for 2021. Due to the pandemic this work was not progressed as quickly as planned and therefore has rolled over into this year's action plan, with the group taking advantage of the national Disability History awareness month, which takes place between November and December.

The actions are in addition to a number of equality and diversity activities, (such as the recruitment and retention overhaul outlined as part of the people plan and the health and wellbeing conversations rolled out earlier this year) which support the WDES agenda.

Metric	Action	Significant steps and timeframe
Metric 1: Improving staff declaration rates	Reducing the number of 'unknown' disability status from 19% to 9% Culture of declaring disability, raise awareness through sharing stories.	Amending return to work form to capture those who develop disabilities in work to update their records by March 2022 Disability History Month 18 th November-20 th December, to include staff stories and sharing of WDES data in context.
Metric 2	Review Recruitment and Retention plan in line with Equality, Diversity & Inclusion agenda	R&R/EDI Steering group in situ. Priority work: <ul style="list-style-type: none"> • Inclusive selection panels/process • Review of Rec&Selection policy • Implementing value based recruitment across the Trust Completion date: June 2022
Metrics 4b, 4c and 6	Increase understanding of disability and hidden disability	Staff stories and focus during disability History Month 18 th Nov – 22 nd Dec. Continued focus through year.
Metrics 7 & 9 Ensuring all our staff have a voice	Reciprocal Mentoring Communication strategy for staff networks	Ongoing -10 Mentors enrolled in the programme currently Commencing September 2021

5. Summary

The above data shows we have made improvements in some areas linked to the disability equality standard, but the data clearly shows that this work is not yet complete. The RUH are committed to delivering on the above actions in response to the Workforce Disability Equality Standard and as part of the wider work within the Equality, Diversity and Inclusion.

Our commitment to deliver is also to ensure that the RUH is an outstanding place to work, where all of our staff have the opportunity to flourish and to deliver positive changes for all employees by creating a more inclusive environment for Disabled people working here at the RUH, Bath.

Appendix 1

Metric 1: Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.

Descriptor	Disabled	
	2021	Head count
Staff In:		
Bands 1 -4	5.11%	120
Bands 5-7	3.20%	80
Bands 8a and 8b	1.70%	4
Bands 8c – 8d, 9 and VSM	3.84%	2
Medical and dental staff (M&D); Consultants	0.72%	2
M&D staff; non Consultant and career grade	1.61%	1
M&D Staff: trainee grades	2.32%	7
Total disabled staff	3.74%	216

*Note: this indicator is based on directly employed workforce data within ESR at 1st April 2021, (excludes bank staff).

*VSM Very senior managers including Board Members.

By far the highest concentration of staff with disabilities is in the bands 1-4 cluster. This may reflect the success of schemes such as Project Search, which supports young people with disabilities in preparing them for work. It also reflects the higher levels of not declared or 'unknown' in the more senior bands.