

Item 5.4d

## Executive Briefing Paper

**Subject:** 2019 Workforce Race Equality Standards (WRES)  
**Date of meeting:** 2<sup>nd</sup> October 2019  
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### 1. Executive Summary

This paper is intended to provide a summary of the 2019 Workforce Race Equality Standard (WRES) results and the actions identified to close the gaps and improve experiences of our BAME workforce.

### 2. Workforce Race Equality Standard (WRES) / Staff Survey Results

The NHS Workforce Race Equality Standard (WRES) is a nationally-mandated system for NHS Trusts to report the relative experiences of Black, Asian and Minority Ethnic (BAME) staff compared with the rest of their workforce, on nine specific metrics.

The Trust submitted its WRES raw data in line with the deadline date of 31<sup>st</sup> August 2019. The WRES data is taken as of 31<sup>st</sup> March 2019. It is recommended that the final reporting template and action plan should be published on the Trust's external website following Executive review.

**Appendix 1**

### 3. Workforce Composition

Liverpool Heart and Chest Hospital currently employs approximately 1646 staff on a permanent or fixed term basis. Approximately 11.5% of employees are recorded as BAME, a full breakdown against staff group by band is provided in reporting template attached.

For context, according to the ONS Census, 5.5% of the Merseyside population has a BAME background which is lower than the northwest average of 9.8% and this indicates that the Trust is not underrepresented in overall numbers of BAME staff.

### 4. Comparison Data

The WRES started in 2015 so there is 4 years' worth of WRES data available. It must be noted that great progress was made against the WRES action plan in 2016-18 which is reflected in the 2018 WRES results, however, there has been a decline in the results in 2019 and much of the data shows relatively poor experience of BAME staff compared to white staff.

**Appendix 2**

The table below shows a comparison of results on four of the WRES metrics as taken from the national staff survey:-

- Results from 2017 compared to 2018
- Results of the average (median) for Acute Specialist Trusts
- Results for the Walton Centre
- Results for Clatterbridge

The comparison tells us that 2 of the 4 metrics follow a local and national trend, but the Trust remains an outlier in relation to the percentage of staff reporting the experience of harassment, bullying and/or abuse and the percentage of staff believing that the organisation provides equal opportunity for career progression and promotion.

		Your Trust 2017	Average (Median) for Acute Specialist Trusts 2018	The Walton Centre NHS Foundation Trust	The Clatterbridge Cancer Centre NHS Foundation Trust	LHCH 2018	Statistical significance difference
Indicator 5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	WHITE	13%	22%	26%	13%	12%	None
	BME	11%	19%	29%	24%	21%	
Indicator 6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	WHITE	18%	25%	19%	23%	18%	Yes
	BME	17%	27%	23%	20%	35%	
Indicator 7. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion	WHITE	90%	88%	93%	86%	90%	None
	BME	82%	76%	92%	81%	76%	
Indicator 8. In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?	WHITE	5%	6%	4%	6%	6%	None
	BME	5%	13%	11%	12%	14%	

## 5. Summary of 2019 WRES Results/Findings

The key findings are as follows:-

- The results show that the largest proportion of BAME staff work in clinical roles
- The results are consistent with previous years in that the highest percentage of BAME working in Band 5 roles
- BAME staff working in non-clinical roles are mostly working in Band 2-4 roles
- Board level representation remains consistent with the previous year
- White candidates are 1.24 more likely to be appointed from shortlisting than BAME candidates, but this has improved from the previous year.
- The Trust deals with relatively low number of disciplinary cases and whilst there are more reported disciplinary cases involving white staff, statistically, the data indicates that BAME staff are 1.90 times more likely to enter the formal disciplinary process.
- The results show BAME staff are more likely to access non mandatory training than white staff, but there has been decline in both staff groups from the previous year.
- There has been a deterioration in both staff groups reporting bully, harassment or abuse from patients, relatives and the public in the last 12 months

- There has been a significant increase in staff experiencing harassment, bullying and abuse from staff in the last 12 months. These results do not correlate with the number of bullying and harassment cases reported and formally investigated.
- The percentage of staff believing that the trust provides equal opportunities for career progression is higher from the white workforce than from BAME staff.
- The results for staff reporting personal discrimination at work by a Manager, Team Leader have stayed consistent for white staff, but have deteriorated for BAME staff by 8.69% and tripled from the previous year.

## 6. Staff Listening Event – BIG Conversation

In response to the results, a staff engagement event took place on 31<sup>st</sup> October 2019 with BAME staff. The event allowed for a rich discussion and helped to identify meaningful actions and priorities for the next 12 months. The key themes and messages from the discussion were as follows:

- We listened to some real staff stories, both positive and negative staff experiences and ideas on how we could improve staff experiences for the future.
- We discussed the importance of shaping the staff voice in relation to diversity and inclusion issues and shared ideas on how we could have a wider conversation with other staff groups with protected characteristics.
- We discussed the benefits of building a staff support/engagement group, with a blended approach, that is both flexible and accessible for staff to attend.
- We explored the role of equality advocates to help promote inclusion across the organisation and how these roles could align with Freedom to Speak Up principles.
- We discussed how to improve communication across the organisation to help promote awareness and understanding of the issues and to help encourage staff engagement.

## 7. WRES Action Plan – Future Focus

In addition to the above, further actions to improve staff experiences been identified as below:-

- Develop and embed a staff network inclusion group to provide a staff voice for equality-related issues
- Tap into external resources and organise guest speaker masterclasses which help embed best practice across the organisation
- Review and refresh the membership and terms of E&I Steering Group to ensure there relevant representation at the group and that the agenda is focused and relevant.
- Develop and deliver Core HR Training for Line Managers to include equality considerations and unconscious bias
- Development of Refresher/Masterclasses to include practical skills in dealing with bullying and harassment cases.
- Review of Corporate Induction to ensure it is relevant and meaningful for new starters to the Trust.
- Review of the Disciplinary Policy in line with the '*Fair Experience for All*' and recommendation sets out in the Dido Harding Review

## 8. Conclusion

The equality agenda needs to be made as a priority in 2019-20 in order to improve experiences of our BAME workforce and implementation of any WRES related actions need to be focused upon continuous improvement over time. Key work streams will be agreed through the E&I Steering Group taking into account the data presented in WRES and through staff engagement via a targeted staff listening event (BIG Conversation).

The updated E&I action plan is attached in Appendix 3. The action plan sets out specific actions that align to the Equality Delivery System (EDS2), Staff Survey Results, WRES and WDES data and the requirements of the Equality Act (2010) including the Public Sector Equality Duty (PSED).

**Appendix 3**

**9. Recommendation**

The Executive Team is asked to re view the WRES results reporting template and note the actions being taken to address and close the gaps.

**10. Appendices**

Appendix 1	WRES Reporting Template 2019
Appendix 2	Results comparison table
Appendix 3	E&I Action Plan