

Board of Directors (in Public)

Item 5.3

Subject:	2018 Workforce Race Equality Standards (WRES)
Date of meeting:	6th November 2018
Prepared by:	Fiona Ross, HR Business Partner/Vicki Wilson, Head of HR
Presented by:	Joanne Twist, Director of Workforce Development
Purpose of Report:	For Approval

BAF Ref	Impact on BAF
4	No impact on current rating

1. Executive Summary

This paper is intended to provide a summary of the 2018 Workforce Race Equality Standard (WRES) results and the actions to close the gaps and improve experiences of our BAME workforce.

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

Since 1st April 2015, in addition to complying with all Equality Legislation, NHS organisations are required to demonstrate how they are addressing race equality issues and the Workforce Race Equality Standard (WRES) is designed to highlight how Trusts are performing and identify any groups and issues to target areas for improvement.

The WRES requires the Trust to demonstrate its performance against WRES metrics. Three of the metrics specifically relate to workforce data and five are based on responses from the national staff survey. The latter highlights any differences between the experience and treatment of white staff and BAME staff employed at the Trust. The final indicator requires Trusts to ensure that their Board of Director's is broadly representative of the communities they serve.

The Trust submitted its WRES raw data in line with the deadline date of 8th August 2018 (Appendix 1). The WRES data is taken as of 31st March 2018. It is recommended that the final reporting template and action plan should be published on the Trust's external website following Board approval.

3. Workforce Composition

Liverpool Heart and Chest Hospital currently employs approximately 1608 staff on a permanent or fixed term basis. Approximately 11% of employees are recorded as BAME, a full breakdown against staff group by band is provided in the table below:

2017/18 Data	Overall Grade Split 2017/18	White		BAME		BAME Clinical	BAME Non-Clinical
Headcount		2016/17	2017/18	2016/17	2017/18	2017/18	2017/18
Band 2	275	259	260	8	8	4	4
Band 3	172	171	169	2	3	1	2
Band 4	134	123	129	12	5	1	4
Band 5	391	328	301	61	79	79	0
Band 6	250	214	219	28	30	29	1
Band 7	153	141	140	12	11	11	0
Band 8a	80	66	72	3	7	7	0
Band 8b	13	14	12	0	0	0	0
Band 8c	11	9	11	0	0	0	0
Band 8d	5	5	5	0	0	0	0
Band 9	0	0	0	0	0	0	0
VSM	14	11	12	1	1	0	1
Medical	110	62	55	40	38	38	0

4. Staff Survey Results (Data taken as of 31st March 2017)

In 2017, the staff survey results identified that staff within the BAME workforce are slightly more engaged and report a positive experience against its white workforce in areas listed below:

- Job satisfaction
- Management
- Patient care and experience
- Violence, harassment and bullying
- Appraisals & support for development
- Errors & incidents
- Health and wellbeing
- Working patterns

Results for Equality and Diversity were less positive in comparison against its white workforce in one indicator:

- Believing the organisation provides equal opportunities for career progression/promotion (90 % reported for white workforce, 82% for BAME workforce)

5. WRES (Data taken as of 31st March 2017)

On analysis of the WRES and comparing against the 2016 results, the key highlights are as follows:-

- The results show that the largest proportion of BAME staff is medical staff.
- There has been a slight increase in the % of BAME staff within Band 5-7 roles, but there remains a low proportion of BAME staff in non-clinical roles, with an identifiable gap in Band 8a and above non clinical roles.
- There is currently one member of the Board represented as BAME.
- There has been an improvement against the indicator relating to the likelihood of BAME staff being appointed from shortlisting across all posts by 0.089%.

- There has been an increase in the likelihood of staff entering the formal disciplinary process, this is due to no formal disciplinary cases involving our BAME workforce in 2016-17 but 1 in 2017-18.
- In 2016, the Trust could not submit any data in response to the indicator relating to the relative likelihood of staff accessing non-mandatory training and CPD, as the information was not recorded. WRES data submitted this year indicates that BAME staff have a larger likelihood of staff accessing non-mandatory training and CPD than white staff.
- There has been a reduction in BAME staff stating they have experienced harassment, bullying or abuse from patients (from 16.47% to 10.67%).
- There has also been a reduction from both white and BAME staff that have experienced harassment, bullying and abuse from staff.
- There has also been a significant improvement in BAME staff experiencing discrimination in the workplace in the last 12 months (reduced from 12.05% to 5.41%)
- There has been a reduction across both white and BAME in relation to the Trust providing opportunities for career progression and/or promotion, more significantly in the BAME workforce.

6. WRES Action Plan - Key Successes

In response to the 2017 results and through engagement with our BAME workforce, the Trust has taken a pro-active approach to the WRES results and an action plan (Appendix 2) was developed with key work streams being agreed through the E&I Steering Group, this remains on going for the 2018 data collection.

Progress has been made against the plan which is reflected in the 2017 results. We know that further work is required to help close the gaps and improve experiences of our BAME workforce and that the continued implementation of the WRES action plan needs to be focused upon continuous improvement and engagement.

A summary of key developments and successes has been provided below:-

- Quarterly BAME Staff Forums held
- In order to improve communication and ensure that key messages and opportunities are reaching the entire BAME workforce, five BAME champions have been appointed. Work remains on-going with the Communications Team and BAME staff engagement groups to discuss the best way to promote these roles across the organisation to help improve engagement and the profile of this equality group.
- The Trust has worked in partnership with the RCN and The Walton Centre to implement the Cultural Ambassador Programme. This project in partnership with the Royal College of Nursing provides the Trust the opportunity to demonstrate our commitment to BAME nurses and helps to challenge unconscious bias and discrimination at its core.
- Discussions are on-going with other local Trusts have commenced in order to scope potential joint-network opportunities for BAME staff
- A targeted approach to leadership training particularly at Band 5 & 6 levels is being scoped further as part of the leadership programme launch ensuring there is a link to appraisals and talent management.
- A targeted approach has been implemented in promoting NHS Leadership Academy leadership opportunities such as '*The Ready Now Programme*' and '*Stepping Up Programme*' which is aimed at BAME staff from Band 5 through to Band 8a and above.
- In response to staff telling us that they would benefit from interview skills training to improve confident levels, a bespoke training session was developed and delivered in

July to a group of BAME delegates. This session includes the opportunity for a mock interview which is currently being planned for November 2017. Feedback from this group has been positive and two of the delegates have secured promotional opportunities at the Trust

- In order to support managers to give feedback to staff following interviews, a Recruitment & Selection package has been developed and launched with Values Based Recruitment. The package also includes unconscious bias, supporting managers to give feedback
- A bespoke “BIG conversation” relating to bullying and harassment was co-ordinated and delivered in July 2017. This was arranged response to our BAME workforce confirming that they would prefer a protected BIG conversation.

7. Conclusion

Future key work streams will be agreed through the E&I Steering Group taking into account the information and data presented with this report

8. Recommendation

The Board of Directors are asked to note the contents of the report and approve the WRES Action plan and WRES reporting template and to note the actions being taken to improve the experiences of the staff from BAME backgrounds.

Appendix 1	WRES Raw Data
Appendix 2	BAME Action Plan