

## Board of Directors (in Public)

### Item 5.2

**Subject:** Workforce Race Equality Standards (WRES)  
**Date of meeting:** 31<sup>st</sup> October 2017  
**Prepared by:** Rachael McDonald, HR Business Partner  
**Presented by:** Joanne Twist, Director of Workforce Development

BAF Ref	Impact on BAF
4.3	None

### 1. Executive Summary

This paper is intended to provide a summary of the 2017 Workforce Race Equality Standard (WRES) results and the actions to close the gaps and improve experiences of our Black, Asian and Minority Ethnic (BAME) workforce.

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

Since 1 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 1<sup>st</sup> August 2017. The WRES data is taken as of 31<sup>st</sup> March 2017. It is recommended that the final reporting template and action plan should be published on the Trust's external website following Board approval. See Appendix 1 and 2.

### 3. Workforce Composition

Liverpool Heart and Chest Hospital currently employs approximately 1579 staff on a permanent or fixed term basis. Approximately 10.4% of employees are recorded as BAME, a full breakdown against staff group by band is provided in the table below:

<b>2016/17 Data</b>				<b>BAME Staff</b>			
<b>Headcount</b>	<b>Overall Grade Split 2016/17</b>	<b>White</b>		<b>BAME</b>		<b>Clinical 2016/17</b>	<b>Non-Clinical 2016/17</b>
		<b>2015/16</b>	<b>2016/17</b>	<b>2015/16</b>	<b>2016/17</b>		
<b>Band 2</b>	<b>269</b>	253	258	8	8	4	4
<b>Band 3</b>	<b>168</b>	157	166	1	2	1	1
<b>Band 4</b>	<b>136</b>	121	123	4	12	7	5
<b>Band 5</b>	<b>395</b>	302	326	53	60	58	2
<b>Band 6</b>	<b>242</b>	213	211	26	28	27	1
<b>Band 7</b>	<b>153</b>	135	140	7	11	10	1
<b>Band 8a</b>	<b>69</b>	55	66	5	3	3	0
<b>Band 8b</b>	<b>14</b>	13	14	0	0	0	0
<b>Band 8c</b>	<b>9</b>	6	9	0	0	0	0
<b>Band 8d</b>	<b>5</b>	5	5	0	0	0	0
<b>Band 9</b>	<b>0</b>	0	0	0	0	0	0
<b>VSM</b>	<b>15</b>	13	13	1	1	1	0
<b>Medical</b>	<b>99</b>	53	56	34	40	40	0

#### 4. Summary of WRES/Staff Survey Results (Data taken as of 31<sup>st</sup> March 2016)

In 2016, the staff survey results identified differences in experiences when compared against its White and BAME (Black, Asian and Ethnic Minority) workforce and with the key areas of focus being:-

- The variance between the experience of BAME and white staff with regards to the Trust providing equal opportunities, career progression and promotion.
- BAME staff experience higher level of discrimination from staff in comparison to the white workforce

#### 5. WRES / Staff Survey Results (Data taken as of 31<sup>st</sup> 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 a clear gap is evident in Band 8a and above.
- 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.
- There were no formal disciplinary cases involving our BAME workforce in 2016-17.
- 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 Continuous Professional Development (CPD), as the information was not recorded. Training data recorded on My PACT in 2017 would indicate that white staff members would be less likely to access training than BAME staff, which is a positive result for the BAME workforce.

- There has been a slight increase in BAME staff stating they have experienced harassment, bullying or abuse from patients.
- There has also been a slight increase from both white and BAME staff that have experienced harassment, bullying and abuse from staff. These areas remain a priority for the Trust and informed the requirement for the Executive led BIG conversations held in June 2017.
- There has been a significant improvement across both white and BAME in relation to the Trust providing opportunities for career progression and/or promotion.
- There has also been an improvement in BAME staff experiencing discrimination in the workplace in the last 12 months.

## 6. WRES Action Plan - Key Successes

In response to the 2016 results and through engagement with our BAME workforce, the Trust has taken a pro-active approach to the WRES results and an action plan was developed with key work streams agreed through the Equality & Inclusion Steering Group. See **Appendix 2**

Great 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 implementation of any WRES action plan need to be focused upon continuous improvement over time.

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

- Quarterly BAME staff engagement groups have been set up and the launch of this group aligned nicely with Equality, Diversity and Human Rights Week in May 2017.
- In order to improve communication and ensure that key messages and opportunities are reaching the entire BAME workforce, five BAME champions have been appointed. HR are currently working with the Communications Team 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 is looking to work collaboratively with The Walton Centre to implement the Cultural Ambassador Programme. This project in partnership with the Royal College of Nursing (RCN) provides the Trust the opportunity to demonstrate our commitment to BAME nurses and helps to challenge unconscious bias and discrimination at its core.
- 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 confidence 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 is in development and will be launched with Values Based Recruitment. The package will include 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**

The key work streams relating will be agreed through the Equality & Inclusion Steering Group taking into account the information and data presented with this report

## **8. Recommendation**

The Board of Directors is asked to note the WRES reporting template and note the actions being taken to improve the experiences of the staff from BAME backgrounds.

## **9. Appendices**

Appendix 1	WRES Raw Data
Appendix 2	BAME Action Plan