



South Tees Hospitals
NHS Foundation Trust

NHS Workforce Race Equality Standard (WRES)

Annual Report 2020

South Tees Hospitals NHS Foundation Trust

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1 Introduction

The Workforce Race Equality Standard (WRES) was introduced in 2015 and reviews the treatment of black and minority ethnic (BME) staff in NHS organisations, measured across 9 key metrics including representation, experience of discrimination and access to senior roles.

The purpose of the report is to provide an update regarding the Trust WRES data reporting for April 2019 to March 2020, the action taken/ progress and the next steps.

The data for the 9 indicators/ metrics is included in Appendix 1 and the action plan in Appendix 2.

The WRES is integrated as part of the South Tees Hospitals NHS Foundation Trust Equality Diversity and Inclusion (EDI) Strategic plan and the Trust's workforce EDI objectives. Data from 4 metrics is taken from the NHS national Staff Survey.

The timescale for completion of WRES data reporting has been reviewed this year, due to the COVID-19 pandemic and data collection was completed by 31 August 2020.

2 Executive summary

This report presents the data for the 9 key metrics and examples of current actions to support the content of the report include:

- The development in 2019 of the BAME staff Network Group, chaired by a member of the EDI Steering Group and supported by a member of our medical staff. Although this group is in the early stages of development considerable focus and support will be provided to develop and establish it as an important network within the EDI Strategy.
- The Trust continues to offer Recruitment and Selection training, to support a fair recruitment process.
- The organisation is currently developing the Trust Values and Behaviours to ensure a positive experience by all who work or visit the Trust.
- Recently the Trust has offered and completed risk assessments for all BAME colleagues following advice from Public Health England that BAME communities are disproportionately affected by COVID-19. The outcomes of these risk assessments have been supported by the line manager or, where applicable, by Occupational Health advice, to ensure staff feel safe and secure.
- The Trust continue to support BAME colleagues via follow up discussions, review of adjustments and additional support form Occupational Health.
- The Trust has started planning for a reciprocal mentorship programme
- The Trust has started to discuss opportunities for further career development and leadership development for BAME colleagues.

Further developments in 2020/21 include the following:

- Further communication and development of the BAME Staff Network Group reporting to the EDI Steering Group and Trust Board, to increase membership and share experiences, feedback ideas and support objectives. Engage with regional NHS colleagues/ developments.
- Plans for reciprocal mentorship will continue to be developed.
- Continue to invest in leadership and staff development which supports equality, diversity and inclusion via our leadership development programmes and workforce development. The Trust is considering the development of a leadership support programme including for BAME colleagues.
- Investigate relative likelihood of BAME staff being shortlisted and appointed from shortlisting across all posts.
- Targeted promotion of recruitment opportunities across BAME population. Take steps to ensure that our workforce is broadly representative of the communities we serve at all levels of our organisation by 2023.
- By 2021 to ensure all recruiting managers have attended unconscious bias training.
- Investigate findings from reports e.g. National, Professional Body reports to informal further steps.
- The Trust will review grievance and disciplinary processes and other employee relations processes to ensure they are fair and equitable for all staff groups.
- The Trust will support the development of Values based appraisal/ recruitment

3 WRES progress in 2019/20

In 2019/20 the Trust took the following steps to support workforce race equality and improve staff data.

3.1 Following receipt of a letter from NHS Chief Operating Officer, highlighting the emerging evidence that Black, Asian and Minority Ethnic (BAME) communities are disproportionately affected by COVID-19, the Trust offered and completed risk assessments for all BAME colleagues, encouraging staff to have a discussion with their line manager to risk assess health needs and ensure all staff felt safe and supported in their current role. A one-to-one meeting with our internal Occupational Health Department was offered to those colleagues who had more serious health concerns or anxieties regarding their current role. As a result, redeployment options were provided which included changes to the working environment to ensure staff felt sufficiently safe to remain at work, redeployment or working from home where possible.

3.2 The Trust continues to implement fair and transparent recruitment processes for all positions at all levels across the organisation. The Trust also offers Recruitment and Selection training, enabling appointing managers to structure and conduct the process in a non-discriminatory, positive, objective and constructive manner. At least one member of each interview panel must have attended Recruitment and Selection training.

3.3. The data shows that there has been small improvement in staff reporting harassment, bullying or abuse from patients or the public in the last 12 months, however the Trust recognise that there is much work to be undertaking in addressing this and are committed to do so. The Trust recognises that the data indicates there has been a deterioration in the percentage of staff experiencing harassment, bullying and abuse, the percentage of staff believing the organisation provides equal opportunities for career progression and the percentage of staff experiencing discrimination at work from their manager/ team leader or colleague. The Trust will continue to review available data and take actions to address this feedback.

3.4 The Trust's Equality Diversity and Inclusion Steering Group meeting which reports to the Trust's Workforce Committee and Trust Board, is attended by the BAME staff network group lead representative.

3.5 In 2019 the BAME staff network group was established, chaired by a member of the EDI Steering Group and supported by a member of our medical staff. This group is in the early stages of development and will continue to be developed this year.

3.6 The organisation is currently undertaking extensive work on developing the Trust values and behaviours to ensure that whenever anyone engages with South Tees NHS Foundation Trust they will have a consistent, positive experience. A short survey to all staff enabled them to express what is important to them and what makes a difference in the workplace and the outcomes will form the basis of a Trust wide action plan .

3.7 The Trust is currently reviewing opportunities for reciprocal mentorship and working with the Equality Diversity and Inclusion Steering Group members to explore further opportunities for learning, career development and leadership development for BAME colleagues.

3.8 Regional benchmarking of BAME representation within the Trust's Board of Directors has demonstrated that board membership is above the regional average for BME Board members. Once the 2020 regional data is published, this will be subject to further review and consideration.

4 Conclusion and next steps

The Trust has taken a number of important actions in 2019/2020, to support the Workforce Race Equality Standard. The Trust will focus on the following areas of action in the next 12 months as part of the EDI Strategic actions:

4.1 The Trust will continue to review and triangulate the data e.g. national staff survey data, along with other data sources e.g. national, Professional Body reports to inform further steps.

4.2 The Trust will continue to encourage increased declaration rates

4.3 The Trust will Investigate relative likelihood of BAME staff being shortlisted and appointed from shortlisting across all posts.

4.4 The Trust will continue planning to:

- target promotion of recruitment opportunities across the BAME population.
- take steps to ensure that our workforce is broadly representative of the communities we serve at all levels of our organisation by 2023.
- by 2021 to ensure all recruiting managers have attended unconscious bias training.

4.5 The Trust will review grievance and disciplinary processes and data and other employee relations processes to ensure they are fair and equitable for all staff groups.

4.6 The BAME staff network group will be developed further including further promotion to increase membership, providing a forum for staff to share their experiences views and ideas and further development opportunities for the network chair. The group will continue to report to the EDI Steering Group.

4.7 The Trust will continue to develop plans for reciprocal mentorship and working with the Equality Diversity and Inclusion Steering Group members to explore further opportunities for learning, career development and leadership development for BAME staff.

4.8 The Trust will continue to invest in leadership and staff development which supports equality, diversity and inclusion via our leadership development programmes and workforce development. The Trust will consider the options for the development of a leadership support programme including for BAME colleagues.

4.9 Regional benchmarking data (2020) for representation within the Trust's Board of Directors will be reviewed and considered further once available.

Appendix 1 WRES metrics report

Detailed below is the organisation's WRES data

1. WRES INDICATOR 1 – Workforce Data

The following table shows the top three staff groups with the highest BAME representation, with comparison data from 2019 and 2020.

Non-Clinical staff 2019	Non-Clinical staff 2020	Clinical staff 2019	Clinical staff 2020	Medical staff 2019	Medical staff 2020
Band 2 (11 staff)	Band 2 (18)	Band 5 (167)	Band 5 (183)	Consultants (161)	Consultants (166)
Band 1, Band 3, Band 5 (all 7 staff)	Band 3 (9)	Band 6 (54)	Band 6 (61)	Trainee Grades (152)	Trainee Grades (163)
Band 4 (5 staff)	Band 5 (7)	Band 2 (38)	Band 2 (50)	Non-consultant career grade (30)	Non-consultant career grade (32)

WRES INDICATOR 2 - Relative likelihood of appointment from shortlisting

The following table demonstrates the likelihood of appointing BAME applicants from shortlisting.

	White	BME	Ethnicity unknown/ NULL	Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants
2019/ 2020	20.25%	11.18%	23.46%	1.81%
2018/ 2019	22.40%	16.99%	17.35%	1.32%

WRES INDICATOR 3 - Relative Likelihood of staff entering the formal disciplinary process

The following table shows the likelihood of staff entering for formal disciplinary process which is calculated based on the number of staff declaring their ethnicity.

	White	BME	Ethinciiy unknown/ NULL	Relative likelihood of BME staff entering a formal disciplinary process compared to white staff
2019/20	0.48	0.63	0.75	1.31
2018/19	1.01	0.28	0.55	0.28

From 1 April 2019 to 31 March 2020, 46 staff entered a formal disciplinary process. Of those staff, 37 were of white ethnicity (80%), 5 were of BME ethnicity (11%) and 5 staff 4 staff chose not to disclose their ethnicity (9%).

WRES INDICATOR 4 – Relative Likelihood of staff accessing non-mandatory training and CPD

The following table shows the likelihood of staff accessing non-mandatory training and CPD which is calculated as compared based on the number of staff declaring their ethnicity.

	White	BME	Ethinciiy unknown/ NULL	Relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff
2019/20	99.09	96.46	98.31	1.03
2018/19	86.47	79.07	89.76	1.10

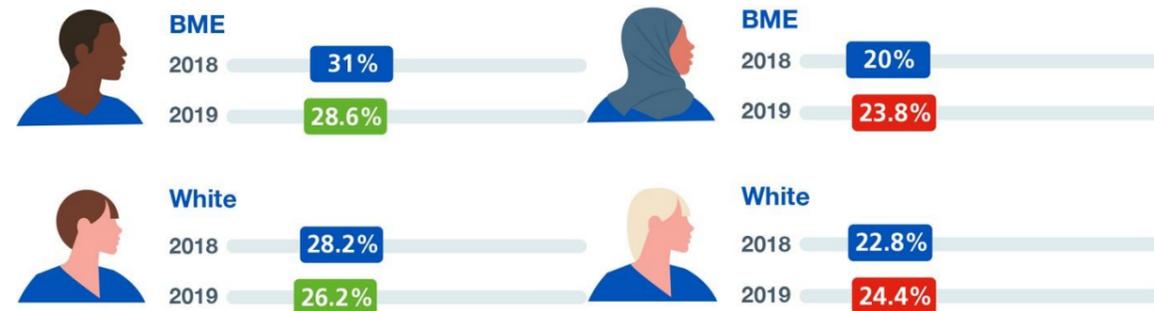
From 1 April 2019 to 31 March 2020, of 8,896 staff accessing non-mandatory training and CPD, 85.5% were of white ethnicity 8.5% were of BME ethnicity and 6% of applicants chose not to disclose their ethnicity.

WRES INDICATORS 5-8 - Staff Survey 2019 WRES Data

The WRES data reported in the Staff Survey 2019, is detailed below:

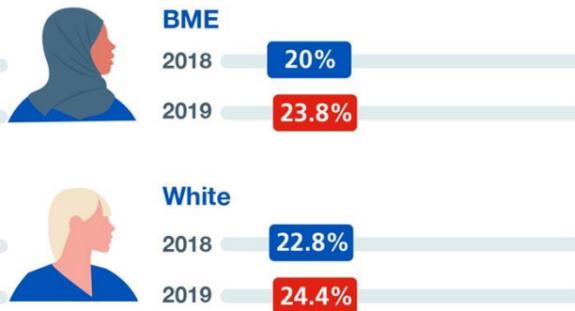
Indicator 5

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months



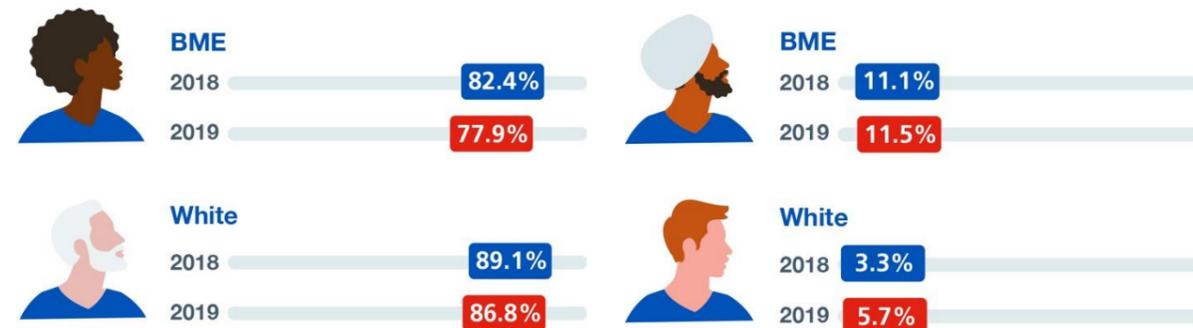
Indicator 6

Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months



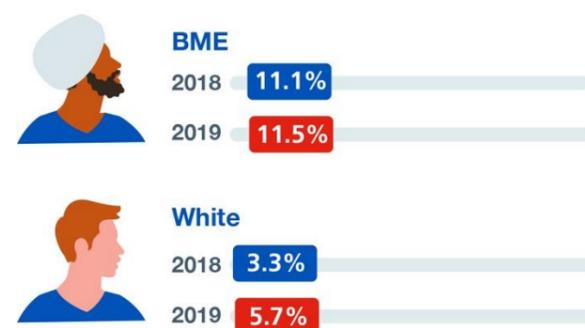
Indicator 7

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion



Indicator 8

Percentage of staff experienced discrimination at work from manager / team leader or other colleagues in last 12 months



WRES INDICATOR 9 – Percentage difference between the organisations’ board voting membership and its overall work force

The final WRES metric relates to BAME representation within the Trust’s Board of Directors.

	2019			2020		
	White	BME	Ethnicity unknown	White	BME	Ethnicity unknown
Total Board members (% by ethnicity)	93%	6.7%	0%	76.9%	7.7%	15.4%
Voting board members (% by ethnicity)	93%	6.7%	0%	76.9%	7.7%	15.4%
Executive board members (% by ethnicity)	87.5%	12.5%	0%	66.7%	16.7%	16.7%
Non-Executive board members (% by ethnicity)	100%	0	0%	85.7%	0%	14.3%
Overall workforce	85.3%	8.2%	6.5%	85.3%	8.8%	5.9%

APPENDIX 2 - WRES action plan 2020/21

Metric	Area/ Objective	Action/s	Timescales	Lead/s
1.	Improve declaration rates	Review options to further Improve declaration rates	Ongoing	EDI Steering Group
2.	Review available Trust data	Review NHS National Staff Survey data 2020 and integrate actions Review grievance and disciplinary processes and other employee relations processes to ensure they are fair and equitable for all staff groups.	Spring 2021	EDI Steering Group
3.	Develop BAME network group	Develop and promote the group to increase membership and develop terms of reference Take part in regional training opportunities for development of staff EDI networks Report to EDI Steering Group.	By end 2020/ ongoing	Network Group chair/ Network Group members
4.	Reciprocal mentorship	The Trust will continue to develop plans for reciprocal mentorship	By end 2020/ ongoing	EDI Steering Group
5.	Leadership and staff development	The Trust will continue to invest in leadership and staff development which supports equality, diversity and inclusion via our leadership development programmes and workforce development. The Trust will consider the options for the development of a leadership support programme including for BAME colleagues.	Ongoing	Director of Education and Organisational Development
6.	Recruitment and Selection	The Trust will continue planning to: target promotion of recruitment opportunities across the BAME population.	Ongoing	Human Resources
7.	Review of regional and local data census data and action planning	The Trust will take steps to ensure that our workforce is broadly representative of the communities we serve at all levels of our organisation by 2023.	2023	EDI Steering Group
8.	Unconscious bias training.	By 2021 to ensure all recruiting managers have attended unconscious bias training.	2021	
9.	Regional benchmarking data Trust Board	Regional benchmarking data (2020) for representation within the Trust's Board of Directors will be reviewed and considered further once available.	2021	EDI Steering Group