



**South Tees Hospitals**  
NHS Foundation Trust

# **NHS Workforce Race Equality Standard (WRES)**

Annual Report 2021

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, Asian and Minority Ethnic (BAME) staff in NHS organisations and aims to improve the workplace and career experiences of BAME colleagues in the NHS. The annual national WRES reporting reviews a series of 9 measures (metrics). This includes representation, experience of discrimination and access to senior roles, with the aim to enable continuous improvement to ensure fairness and equality of BAME staff in the NHS. The purpose of this report is to provide an update regarding the Trust WRES data reporting for 2020/21 and the actions taken and progress made by the Trust including the next steps. The data provided is for the period April 2020 to March 2021. The timescale for completion of WRES data reporting has continued to be extended this year due to the COVID-19 pandemic and data collection was completed by the 31 August 2021 deadline. An overview of the data from the national NHS Staff Survey 2020 (4 metrics) is included as part of this report.

The WRES Metrics are in Appendix 1 and the Trust's Action Plan is in Appendix 2.

The Trust will publish the WRES on their Trust Website following ratification by the Board.

## 2 Executive summary

The information provided within this report includes the data for the 9 key WRES metrics and describes the actions taken during 2020/21 and those planned for 2021/22. These actions have been based on areas for further development identified and informed through the WRES metrics and action plan, through staff survey findings and through the Trust's and NHS People Plans.

The Trust has taken a number of important actions during 2020/21, which has been without doubt one of the most difficult and challenging years in the history of the NHS. The pressure on our entire workforce both in work and out of work, due to the impact of the Covid-19 pandemic has created at times overwhelming pressure on all individuals' physical and mental wellbeing. It has increased the focus on the importance of supporting our BAME workforce, as the pandemic progressed there was clear evidence that BAME colleagues were disproportionately affected if they contracted Covid-19.

Throughout this challenging period we have stepped up our support mechanisms across all of our staff health and wellbeing services, trying to ensure that we could provide both proactive and reactive support to the whole workforce but more specifically to those staff who have identified as being of a BAME background. Indirectly linked to this we have also seen an increase in self-declaration of BAME status from 799 staff (8.8%) in 2020 up to 933 staff (9.6%) in 2021 through our Electronic Staff Record (ESR) system, which potentially may have been influenced by the adverse impact on the BAME workforce due to Covid-19.

Despite the impact of Covid-19 throughout 2020/21 we have continued to deliver a range of activities that have been identified within the WRES action plan, as well as adapting and introducing additional activities that would specifically support our BAME workforce with new and emerging issues associated with the Covid-19 pandemic. In light of this the following activities were undertaken:

### Key Activities 2020/21

- Further development of the BAME Staff Network Group.
- Improving self-declaration rates of BAME staff
- Development and roll out of the new Trust Values and Behaviours of supportive, caring and respectful
- Implementing and improving fair recruitment and selection processes
- Introduction of values based selection training
- Introducing unconscious bias training
- Raising awareness of BAME related issues and events through the Equalities Diversity and Inclusion (EDI) calendar of events
- Risk assessments and support plans relating to Covid-19 for all BAME staff
- Covid-19 vaccination programme
- Development of the Reciprocal Mentoring Programme
- Leadership and staff development programmes for BAME colleagues
- Review of employee relations processes to ensure they are fair and equitable
- Development of the Trust People plan which includes the EDI strategy and plan
- Development and delivery of a Staff Engagement strategy and plan

### 3 WRES progress in 2020/21

In 2020/21 the Trust took the following steps to support our BAME workforce to improve race equality, reduce discrimination and create an inclusive culture.

3.1 There has been further development of the BAME Staff Network Group which reports into the Equality Diversity and Inclusion (EDI) Steering Group and Trust Board. The network has significantly increased their membership during the year, starting the year with approximately 10 members and it now has approximately 55 members. Awareness of the network group was significantly increased following the launch of the Reciprocal Mentoring Programme. The network provides peer group support through sharing experiences, as well as providing feedback and ideas to support delivery of organisational improvements that will support our BAME colleagues. The network has recently developed a terms of reference and now actively links with other BAME networks within the region.

3.2 During 2020/21 we have experienced an improvement in self-declaration rates from 8.8% in 2020 up to 9.6% in 2021. In part this improvement occurred as a result of supporting BAME colleagues during the early stages of the Covid-19 pandemic. The Trust was targeting BAME colleagues to undertake risk assessments with the aim of agreeing support plans to keep people safe, in light of the disproportionate impact Covid was having on the BAME workforce. As a result we experience an increase in self-declaration. However, there is still room for improvement in self-declaration rates, as we have 500 staff members (4.4%) of the workforce who have still not declared their ethnicity.

3.3 Following engagement with the workforce the new Trust Values and Behaviours have been developed and roll out across the Trust. The three values established through this work are supportive, caring and respectful. By threading the values across a range of people management processes we will ultimately support an inclusive and supportive culture for all our staff, including those within our BAME workforce.

3.4 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.

3.5 Values based selection has been introduced based on the new Trust values. Training has been incorporated into the management essentials recruitment and selection module. This new approach to selection not only focuses on technical ability but also on the ability to demonstrate the right behaviours. Introduction of this approach should help to ensure that people, who join the organisation or are promoted, actively demonstrate the organisations values which will help to support an inclusive culture.

3.6 A module specifically relating to unconscious bias has been developed and delivered, with full support from the EDI steering group, including the network chairs. This has been incorporated into the Management Essentials Day 1 Programme linked with recruitment and selection training. It has also being delivered as a standalone training module. The activities in 3.4, 3.5 and 3.6 did not go live until February 2021, with relatively low attendance numbers at these initial training events, in part due to overall staffing pressures during wave

2 of Covid. This is reflected in the WRES data that in 2020/21 white colleagues were 2.6% more likely to be shortlisted during recruitment than BAME colleagues, which is an increase 0.8% on the previous year.

3.7 The EDI Steering Group continues to meet on a monthly basis with representation from the BAME network. The EDI Steering Group have developed and rolled out a calendar of events helping to raise awareness of race related issues. Key events such as Chinese New Year, Commonwealth Day, Ramadan, Eid, Diwali and Black History month to name but a few, have been focused upon across the year to increase staff awareness of the rich diversity we have within our workforce and to foster greater understanding of difference and inclusion.

3.8 Following receipt of a letter from NHS Chief Operating Officer, highlighting the emerging evidence that BAME communities are disproportionately affected by COVID-19, the Trust offered and completed risk assessments for all BAME colleagues. It encouraged 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. One-to-one meetings with our internal Occupational Health Department were 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 BAME staff felt sufficiently safe to remain at work. Redeployment or working from home where possible were also offered where appropriate.

3.9 From November 2020 the provision of an in house Covid vaccination service was established to enable all staff across the Trust to access the new Covid vaccine provision. Initially there was below average take up rates from our BAME workforce compared to white workforce colleagues. Through working in partnership with our BAME Network and senior BAME Clinicians, specific advice and guidance was given to provide assurance of the benefits of the vaccine. As a result the vaccine take up level for BAME colleagues significantly improved and was above the national average take up rates for BAME staff within the NHS.

3.10 In February 2021 the Trust gained confirmation that they have been accepted onto the new nationally lead Reciprocal Mentoring Programme. Work commenced in partnership with the NHS Leadership Academy and the Trust, to develop and commence the roll out of the Reciprocal Mentoring Programme. The Trust, through the EDI steering group and in partnership with the BAME network and senior leadership representatives, decided that the programme would target establishing reciprocal mentoring partnerships between senior leaders across the Trust and BAME colleagues. A programme implementation plan, which will take 18 months, was developed by March 2021 for implementation throughout 2021/23.

3.11 A staff development programme for BAME colleagues and other protected characteristics called the 'Opening Opportunities Programme', has been designed and delivery of the programme has commenced. However attendance at the initial events was low and further work needs to be undertaken to raise awareness and interest of the programme, especially in light of the 2020 staff survey result whereby only 70% of BAME colleagues felt they were provided with equal opportunities and career progression in comparison to 86.8% of white colleagues

3.12 Following a review of employee relations processes involving BAME colleagues there were a total of 12 disciplinary cases held in 2020/21, of which 83.3% (10 cases) were with white colleagues and 16.7% (2 cases) were with BAME colleagues. This is a disproportionate increase in percentage terms of cases taken against BAME colleagues compared to white colleagues on the previous year. However, it is important to note that the overall number of disciplinary cases for the whole workforce reduced by 74% against the previous year. Moving forward we need to look for improvements with training in

unconscious bias, human factors and 'Just Culture' to enable cases to be proportionally representative of the workforce.

3.13 The Trust has developed and commenced delivery of an EDI strategy and plan to underpin its overall People Plan, with the aim to engender a sense of belonging for all by creating an environment where we value unique differences. This work will directly support the WRES and our BAME colleagues with improvement plans that will ensure the delivery of the WRES action plan with regular engagement with our BAME network and EDI steering group.

3.14 Also supporting the delivery of the People Plan is the Trust's Staff Engagement strategy and plan containing objectives to help build trust, involvement and a sense of common purpose and identity. Staff are actively encouraged to maximise opportunities to influence and contribute to the Trust's success. We have continued to engage with BAME colleagues through the staff survey, EDI Steering Group and the BAME Staff Network. The feedback the Trust has received is informing our workforce improvement plans and actions.

## 4 Conclusion and next steps

During 2020/21 we have continued to recognise the importance of supporting our BAME workforce more than ever before, especially in light of the Covid-19 pandemic and the pressure this placed on the whole workforce. We recognise that we are stronger working together and supporting each other to be the best we can be.

To enable the Trust in its journey of improvement we must continue to identify both short and long term actions within the WRES, underpinned by data within the metrics and feedback from our BAME workforce, to enable our BAME staff to experience a sense of belonging by creating an environment where we value unique differences.

We will embrace diversity and promote inclusion. We will strive to ensure our workforce is representative of the communities that we serve, and recognises the contribution of all colleagues and be supportive, fair and free from discrimination and ensure there is psychological safety for all.

In light of the WRES data and reflecting on activities undertaken over previous years, as well as new activities identified within the People Plan, the Trust will focus on delivering the new WRES action plan for 2021/22 over the next 12 months. The aim is to support our BAME workforce to flourish through gaining fair treatment through actions that will create a supportive and inclusive environment.

The next steps will be incorporated into the WRES action plan for 2021/22. The Trust will:

4.1 To work to deliver the overhauling recruitment and promotion action plan to increase the likelihood of appointing candidates from BAME backgrounds, to enable our workforce to be broadly representative of the communities we serve at all levels of our organisation by 2023.

4.2 Make plans to ensure all recruiting managers have attended unconscious bias training by 2022.

4.3 Continue to invest in leadership and staff development programmes which support the embedding of equality, diversity and inclusion.

4.4 Continue with the roll out and awareness of the 'Opening Opportunities Programme' targeting the BAME workforce to support with career development and promotion.

4.5 Continue to raise awareness across the Trusts workforce of race related issues through an annual calendar of events.

4.6 Commence the roll out of the Reciprocal Mentoring Programme to increase understanding of issues related to race to inform and improve future decision making of senior leaders across all systems and processes, to improve EDI for both staff and patients.

4.7 Continue to develop and grow the BAME Staff Network to ensure there is an opportunity for our BAME colleagues to access peer support, providing a forum for staff to share their experiences, views and ideas to support themselves and to also influence culture change across the Trust, making it a more diverse and inclusive place to work.

4.8 Achieve a reduction in the % of BAME staff that are experiencing bullying and harassment from colleagues in the workplace, through a range of initiatives such as raising

awareness of behaviours via appraisal, staff and leadership EDI awareness training, better use of mediation to enable reflective learning around impact of bias behaviour

4.9 Achieve a reduction in the % of BAME staff who are experiencing discrimination from managers or team leaders.

4.10 Improve ethnicity declaration rates to ensure we accurately reflect the diversity within our workforce.

## 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	Non-Clinical staff 2021	Clinical staff 2019	Clinical staff 2020	Clinical staff 2021	Medical staff 2019	Medical staff 2020	Medical staff 2021
1st	Band 2 (11 staff)	Band 2 (18)	Band 2 (34)	Band 5 (167)	Band 5 (183)	Band 5 (237)	Consultants (161)	Consultants (166)	Consultants (183)
2nd	Band 1, Band 3, Band 5 (all 7 staff)	Band 3 (9)	Band 5 (7)	Band 6 (54)	Band 6 (61)	Band 2 (77)	Trainee Grades (152)	Trainee Grades (163)	Trainee Grades (169)
3rd	Band 4 (5 staff)	Band 5 (7)	Band 3 (6)	Band 2 (38)	Band 2 (50)	Band 6 (76)	Non-consultant career grade (30)	Non-consultant career grade (32)	Non-consultant career grade (33)

## **WRES INDICATOR 2 - Relative likelihood of appointment from shortlisting**

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

	<b>White</b>	<b>BAME</b>	<b>Ethnicity unknown/ NULL</b>	<b>Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants</b>
2020/21	35.43%	13.62%	47.8%	2.6
2019/20	20.25%	11.18%	23.46%	1.81
2018/19	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	BAME	Ethnicity unknown/ NULL	Relative likelihood of BME staff entering a formal disciplinary process compared to white staff
2022/21	0.12	0.22	0	1.80
2019/20	0.48	0.63	0.75	1.31
2018/19	1.01	0.28	0.55	0.28

From 1 April 2020 to March 2021, 12 staff entered a formal disciplinary process. Of those staff, 10 were of white ethnicity (83.3%), 2 were of BAME ethnicity (16.7%).

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 BAME ethnicity (11%) and 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.

	<b>White</b>	<b>BAME</b>	<b>Ethnicity unknown/ NULL</b>	<b>Relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff</b>
2020/21	91.17%	83.35%	87.94%	1.09
2019/20	99.09%	96.46%	98.31%	1.03
2018/19	86.47%	79.07%	89.76%	1.10

From 1 April 2020 to 31 March 2021, of 8738 staff accessing non-mandatory training and CPD, 86.8 % were of white ethnicity, 8.8% were of BAME ethnicity and 4.3% of applicants chose not to disclose their ethnicity.

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

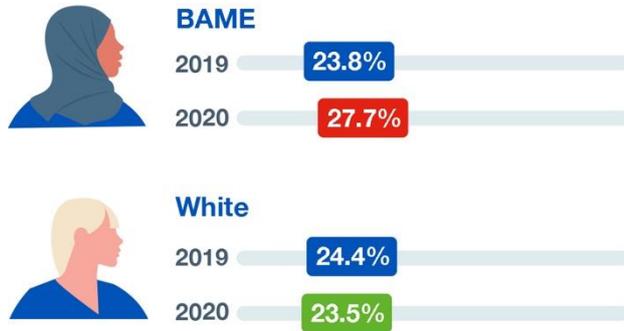
## Indicator 5

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



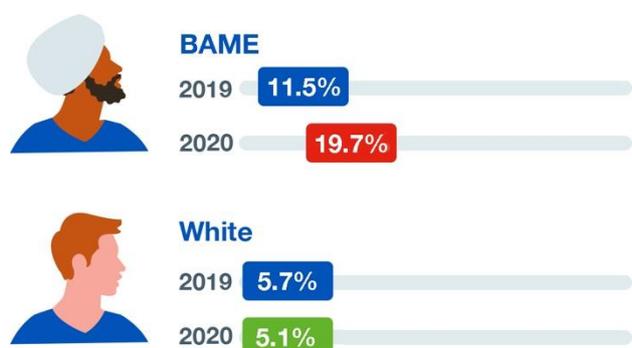
## Indicator 7

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			2021		
	White	BME	Ethnicity unknown	White	BME	Ethnicity unknown	White	BME	Ethnicity unknown
Total Board members (% by ethnicity)	93%	6.7%	0%	76.9%	7.7%	15.4%	100%	0%	0%
Voting board members (% by ethnicity)	93%	6.7%	0%	76.9%	7.7%	15.4%	100%	0%	0%
Executive board members (% by ethnicity)	87.5%	12.5%	0%	66.7%	16.7%	16.7%	100%	0%	0%
Non-Executive board members (% by ethnicity)	100%	0	0%	85.7%	0%	14.3%	100%	0%	0%
Overall workforce	85.3%	8.2%	6.5%	85.3%	8.8%	5.9%	86%	9.6%	4.4%

## APPENDIX 2 - WRES action plan 2020/21

No.	Objective	Action	Timescales	Lead/s
1.	Improve fairness and equality	To deliver the overhauling recruitment and promotion action plan	2021/23	Head of Workforce
2.	Improve fairness and equality	Make plans to ensure all recruiting managers have attended unconscious bias training by 2022.	December 2022	Head of Workforce
3.	Improve fairness and equality	Continue to invest in leadership and staff development programmes which support the embedding of equality, diversity and inclusion.	March 2022 (Review)	Director of Education and Organisational Development
4.	Improve fairness and equality	Continue with the roll out and awareness of the 'Opening Opportunities Programme' targeting the BAME workforce to support with career development and promotion.	March 2022 (Review)	Director of Education and Organisational Development
5.	Improve staff engagement	Continue to raise awareness across the Trusts workforce of race related issues through an annual calendar of events.	March 2022 (Review)	EDI Steering Group
6.	Improve staff engagement Improve fairness and equality Improve leadership and staff development	Commence the roll out of the Reciprocal Mentoring Programme to increase understanding of issues related to race to inform and improve future decision making of senior leaders across all systems and processes to improve EDI for both staff and patients.	2021/23	HR Director
7.	Improve staff engagement	Continue to develop and grow the BAME Staff Network	March 2022 (Review)	Chair of BAME Network

<b>8.</b>	Improve fairness and equality  Improve staff engagement	Achieve a reduction in the % of BAME staff who are experiencing bullying and harassment from colleagues in the workplace.	March 2023 – progress review March 2022	Senior Leadership Team
<b>9.</b>	Improve fairness and equality  Improve staff engagement	Achieve a reduction in the % of BAME staff who are experiencing discrimination from managers or team leaders.	March 2023 – progress review March 2022	Senior Leadership Team
<b>10.</b>	Improve staff engagement	Improve ethnicity declaration rates to ensure we accurately reflect the diversity within our workforce.	March 2022 (Review)	Head of Workforce