

Workforce Race Equality Standard 2019

Report and Action Plan



Contents	Page
Introduction	4
WRES Data 2019	5
Metric 1	6
Metric 2	8
Metric 3	8
Metric 4	9
WRES Staff Survey Metrics 2018	10
Metric 5	10
Metric 6	11
Metric 7	12
Metric 8	12
Metric 9	13
Appendix 1 – WRES Targets Summary 2016 – 2021	14
Appendix 2 - 2018 Trust data across Support, Middle and Senior staff groups	15
Appendix 3 – WRES Action Plan – July 2019	17

Introduction

The Workforce Race Equality Standard (WRES) is a national standard introduced in July 2015. The aim of the WRES is to respond to lack of progress in race equality in the NHS highlighted in reports such as Roger Kline's, "Snowy White Peaks" of the NHS.

The WRES requires NHS organisations to report on and demonstrate progress against nine workforce metrics. The Standard has been included in the NHS Standard Contract since 15/16.

The WRES has nine metrics:

- Four metrics associated with workforce data.
- Four Staff Survey metrics reported by ethnicity
- One metric focused on Board diversity.

Sheffield Health and Social Care Trust Board agreed targets in July 2016 using 2016 WRES data as a starting point (see Appendix 1). Targets are intended to be achieved or maintained by 2021.

Reporting on the nine WRES data metrics is a mandatory requirement as is having an action plan to address any deficits identified reporting takes place through:

- A raw data return to NHS Digital Strategic Data Collection Service, the deadline for this is 30th of August 2019.
- Publication through Trust web sites of a summary of this data and an action plan this is required by the 27th of September 2019.

This report provides an initial report on the 2019 WRES data and progress against Trust targets.

WRES Data 2019

Trust WRES targets can be found in Appendix 1, RAG rating below relates to progress against these targets as there are no specific targets associated with the national WRES programme.

Please note all staff data includes staff that are employed through the Trust Bank, the reason for this is that Bank staff are subject to disciplinary procedures. WRES guidance says that if bank staff are included they need to be included across all metrics.

Metric 1: Percentage of staff in each of the Agenda for Change Bands 1-9 (or equivalent) and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce.

WRES data for metric one is split into Clinical and Non- Clinical, which posts sit where, is defined in the WRES national guidance.

The table below shows the breakdown of staff in the clinical, non – clinical and medical groups. Percentages are based on the numbers of staff in that group rather than the overall workforce and show the percentage of staff in each band in that group.

Clinical 2019

	White	BME	Not Known
Band 1	0.1%	0.0%	0.0%
Band 2	22.0%	40.1%	29.8%
Band 3	16.2%	15.7%	32.6%
Band 4	4.3%	5.8%	1.4%
Band 5	17.1%	20.5%	15.6%
Band 6	22.5%	8.7%	13.3%
Band 7	10.9%	6.4%	3.7%
Band 8A	4.2%	1.6%	2.3%
Band 8B	1.7%	0.3%	0.0%
Band 8C	0.6%	0.3%	0.9%
Band 8D	0.4%	0.6%	0.0%
Band 9	0.1%	0.0%	0.5%
VSM	0.1%	0.0%	0.0%

Non – Clinical

	White	BME	Not Known
Band 1	0.0%	0.0%	0.0%
Band 2	5.7%	13.2%	12.9%
Band 3	25.7%	44.7%	38.7%
Band 4	23.5%	7.9%	19.4%
Band 5	14.8%	15.8%	9.7%
Band 6	7.6%	10.5%	3.2%
Band 7	7.8%	0.0%	6.5%
Band 8A	6.1%	5.3%	3.2%
Band 8B	3.1%	0.0%	3.2%
Band 8C	2.4%	0.0%	3.2%
Band 8D	1.5%	0.0%	0.0%
Band 9	0.9%	0.0%	0.0%
VSM	0.9%	2.6%	0.0%

Medical

	White	BME	Ethnicity not known
Consultant	57.1%	32.7%	10.2%
<i>of which senior medical manager</i>	10.7%	12.5%	0.0%
non- consultant career grade	75.0%	12.5%	12.5%
trainee grade	62.5%	27.5%	10.0%
other	70.0%	23.3%	6.7%

Trust Targets – Metric 1

Trust targets were set in 2016 based on the percentages of staff in each Band excluding staff where ethnicity was not known. RAG rating has since been based on progress against the targets agreed at that time. Percentage figures have been used, however these may be misleading due to the number of changes in overall staff numbers in the Trust over the last three years. In addition, the inclusion of Bank posts affects the figures and presents an inaccurate picture in terms of progress. In this report alternative information has been provided to give a better indication of progress:

2018 Trust data across Support, Middle and Senior staff groups.

Appendix 2 provides detail about the breakdown of staff in the Support, Middle and Senior staff groups; this indicates that on the 31st of March 2019;

- In Support Bands 1-4 - 19% of staff of staff had BME ethnicity up from 17% in 2018 however excluding including not known reduces this to 17%. Looking at the split of BME staff across bands 2, 3 and 4 BME staff are still much less likely to be in band 4 than 2 or 3.

In 2018/19 the trust has increased its focus on recruitment and retention with a number of new job roles. These have the potential to provide opportunities for people to join the organisation from underrepresented groups.

- In Middle Bands 5 - 7 11% had BME ethnicity which is a reduction from 2018 where it was 12% including not known does not reduce the percentage of BME staff in this group. The highest proportion of BME staff continue to be found in Band 5 and the lowest in Band 7.
- In Senior Bands 8a, b, c, d and 9 – there has been an increase in the percentage of BME staff from 5% in 2018 to 6% in 2019. Including not known does not reduce the percentage of BME staff in this group.
- The majority of BME staff in this group are in Band 8a however there has been an increase from a consistent 0% in staff in BME staff in Band 8b.

Change in actual numbers of BME staff employed between 31st March 2016 and 31st March 2019

In the 2018 report it was highlighted that looking at percentage changes in the numbers of staff was problematic due to the changes in overall numbers of staff in the trust. A table was therefore provided which looked at the numbers of BME staff in different bands and the change since 2016 when the WRES was first introduced. This information has been replicated in this year's report. This indicates a continuing slow improvement in the numbers of staff from BME groups in Band 7 upwards. This table includes Bank staff.

	No of BME staff 2016	No of BME staff 2017	No of BME staff 2018	No of BME staff 2019	Change 18/19	Change 2016/19
Band 2	108	119	119	130	11	22
Band 3	89	84	65	66	1	-23
Band 4	22	18	20	21	1	-1
Band 5	78	67	68	70	2	-8
Band 6	26	33	35	31	-4	5
Band 7	14	17	18	20	2	6
Band 8a	4	6	7	7	0	3
Band 8b	0	0	0	1	1	1
Band 8c	1	1	1	1	0	0
Band 8d	0	0	0	2	2	2
Band 9	0	0	0	0	0	0
	342	345	333	349		

Metric Two: Relative likelihood of staff being appointed from shortlisting across all posts.

2016	2017	2018	2019
1.48	0.88	0.94	0.81

The WRES return indicates that BME applicants are slightly more likely to be appointed from shortlisting than white staff. This data does however include Bank staff recruitment and we know that there is a high percentage of BME staff registered with the Trust Bank so this is a factor to be mindful of.

Metric Three: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.

Note an error has been identified in the 2018 Board report in the figure reported to Board for disciplinaries. This was due to a late correction in the data submitted to WRES this changed the metric 3 figure however the original lower figure was not changed in the report that was sent to Board. The actual WRES return was correct. This metric is based on a two-year period, the 1st June 2017 to the 31st of May 2019. The current relative likelihood of BAME staff entering the formal disciplinary process has decreased since the 2018 WRES report from **1.79** to **1.63** however it remains

unacceptably high. Data is based on 44 of 46 cases in the period as 2 had unknown ethnicity.

2016	2017	2018	2019
1.85	1.55	1.79	1.63

Progress has been slow in terms of action planned focused on this area although data and case management has been reviewed and changes made. The trust will be working towards supporting the recently proposed¹ national target of percentage of trusts in what is described as the non-adverse relative likelihood range of 0.8 and 1.25.

Metric Four: Relative likelihood of staff accessing non-mandatory training and CPD.

In 2018/19 an electronic form system was introduced that collates information about access to non-mandatory learning and development. The data used for this report is taken from the ESR staff record of non-mandatory training and the electronic forms completed for non-mandatory training that now require an electronic form.

2016	2017	2018	2019
1.85	0.75	1.20	1.07

- In terms of BME staff development the third Working Together Conference took place in 2018
- The BME mentoring programme continues to develop with clear examples of where staff have been involved in mentoring achieving promotion.
- Another member of trust staff was successful in obtaining a place on the Ready Now national programme and another member of staff on the Stepping Up programme.
- In 2018/19 the BME staff network has introduced a series of briefing sessions undertaken by members of the group to improve cultural knowledge in services and members of the group have taken part in recruitment of senior staff.

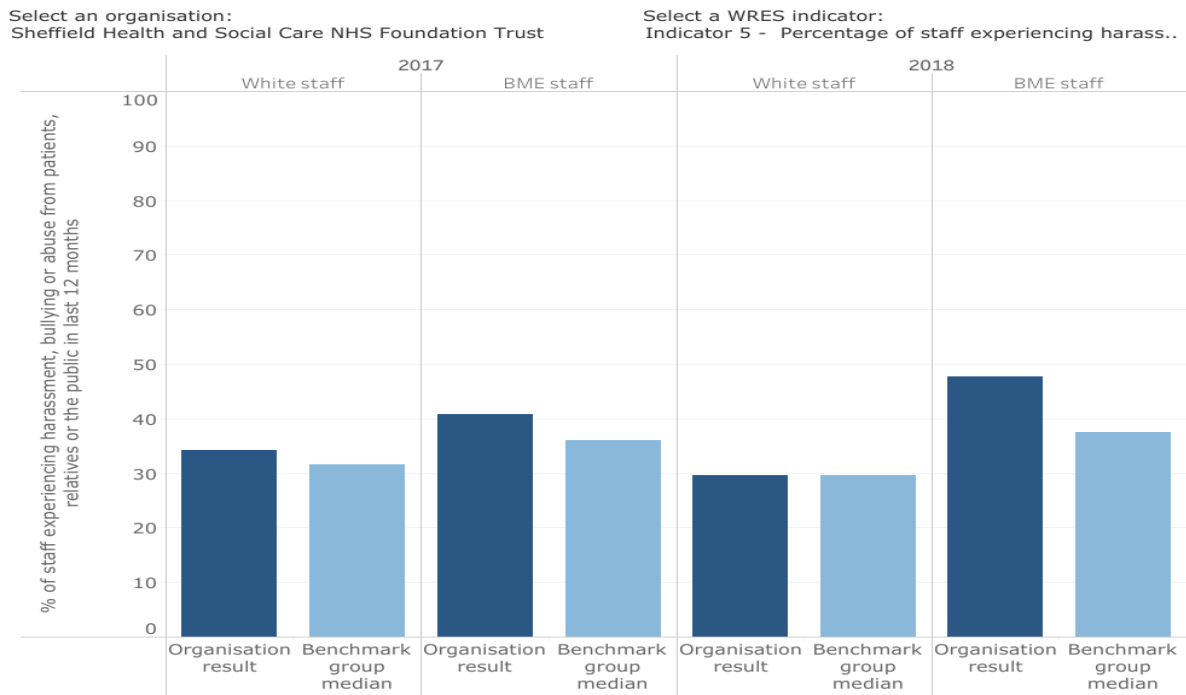
¹ A Fair Experience for All - Closing the ethnicity gap in rates of disciplinary action across the NHS workforce. NHS England and NHS Improvement. July 2019

WRES Staff Survey Metrics 2018

Metric 5

Metric 5 is the number of staff experiencing ‘harassment bullying or abuse ‘from patient’s relatives or the public in the last 12 months.

For WRES this metric is reported for White staff and BME staff.



Metric 5 has been an on-going concern and the experience of BME staff reported in the staff survey is supported by data collected through safeguard reporting.

In 2018 we have been involved with, South West Yorkshire Partnership FT, Bradford District Care FT, Leeds and York Partnership FT and Rotherham Doncaster and South Humber FT in developing a shared action plan, there are SHSC have agreed to lead on looking at how we can use data reporting systems and the data they produce more effectively. This is a two-year action plan focusing on the following areas:

- The Clinical response to racial abuse of staff - SWIFT leading and have developed a protocol. Proposal is to use this as a template to be shared across trusts.
- Sharing data and reviewing trends and responses to data - SHSC are a leading this area.

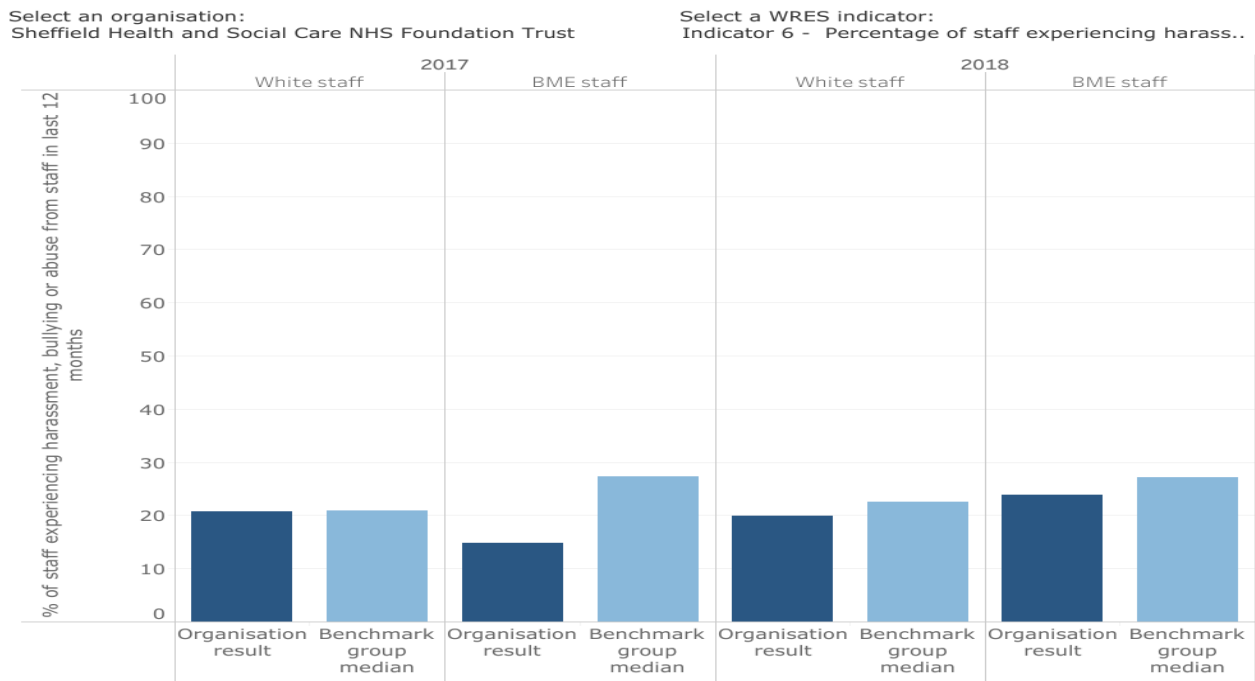
- SHSC have identified a psychology student to so some evaluation on two theme areas:

Theme 1 Staff Support following racial incident

Theme 2 – Clinical Response

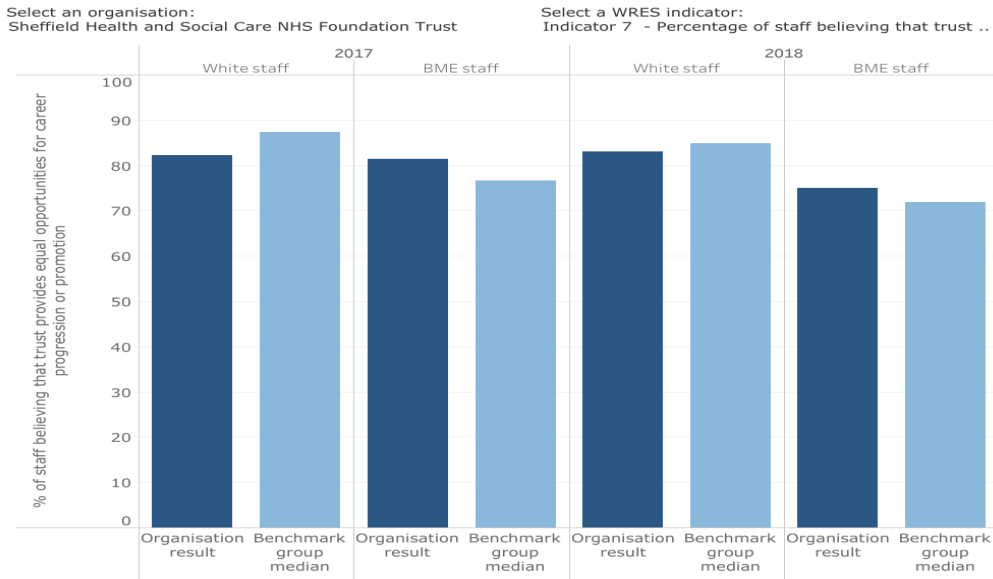
- Training for managers on supporting staff – Bradford care Trust have developed a training package for managers they will lead an action to develop resources including case studies resources including pulling together some case studies

Metric 6: is the number of staff experiencing ‘harassment bullying or abuse ‘from staff in the last 12 months.



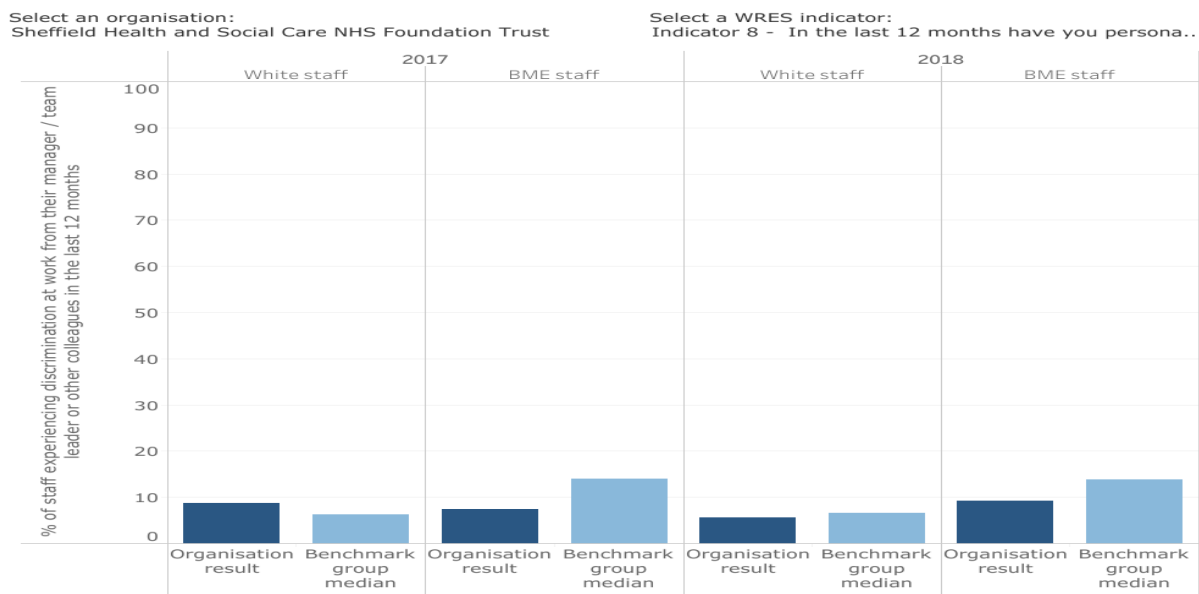
Compared to 2017 this metric is worse. In 2017 14.8% of BME staff responding said they had experienced harassment bullying or abuse from staff and this was less than the number of white staff (20%) however in 2018 23.9% of BME staff, responding to the survey, said they had experienced harassment bullying or abuse from staff, the percentage of white staff saying they had experienced harassment bullying or abuse from staff, has also increase to 22.5%.In 2018 the organisations score compared to the benchmark group median is lower but this is still a concerning areas as it's one of the WRES metrics that has been consistently relatively positive compared to other metrics.

Metric 7: asks staff if they believe that the organisation offers equal opportunities for career progression.



In 2017 81.5% of BME staff agreed however this has reduced to 75% in 2018. The 2018 figure for BME staff is less than the figure for white staff agreeing with this (83%) however the white staff score is less than the benchmark average whereas as the BME staff scores is above the benchmark average (71.9%). The score for this metric has tended to fluctuate year on year.

Metric 8: asks if staff have experienced discrimination from their manager team leader or colleagues in the last 12 months.



The Trust has historically had a score for this metric that is significantly below the benchmark average for both BME staff and white staff responding to the survey. In 2018 the score for BME staff has increased to 9.2% from 7.4% in 2017 with the benchmark average being 13.8%. The score for BME staff has increased since 2016 so this is an area of concern even though the trust is below the benchmark.

Metric 9: Percentage difference between the organisations' Board voting membership and its overall workforce

Trusts are required to look at the percentage difference between the organisations' Board membership and its overall workforce disaggregated:

- By voting membership of the Board
- By executive membership of the Board

For SHSC

Percentage of the workforce, where ethnicity is known, from a BME group = 14%

Percentage voting Board members from a BME group = 18% - difference 4%

Percentage of Executive Board members from a BME group = 20% - difference 6%

Appendix 1 – WRES Targets Summary 2016 – 2021

Metric One

- Increase the numbers of staff from BAME groups in Bands 3 and 4 to 14%
- Increase the number of staff from BAME groups in Bands 6 and 7 and 8a, b, c, d to 9%
- Improve ethnicity recording for staff in Band 3 to 5% not known

Metric Two

- Decrease the WRES score for Metric Two to 1.00 or below

Metric Three

- Decrease the WRES score for Metric Three to 0.8 and 1.25 (updated 2019 in line with national target)
- Improve ethnicity recording for staff subject to disciplinary to 95%

Metric Four

- Decrease the WRES score for Metric Four to 1.00 or below

Metric Five

- A year on year reduction from previous year
- BAME percentage is equal to or less than White percentage
- BAME percentage is less than median for mental health

Metric Six

- A year on year reduction from previous year
- BAME percentage is equal to or less than White percentage
- BAME percentage is less than median for mental health

Metric Seven

- A year on year increase from previous year
- BAME percentage is equal to or more than White percentage
- BAME percentage is more than median for mental health

Metric Eight

- A year on year reduction from previous year
- BAME percentage is equal to or less than White percentage
- BAME percentage is less than median for mental health

Metric Nine

- Board BAME voting membership 13% (to be revised year on year)

Appendix 2 - 2018 Trust data across Support, Middle and Senior staff groups

Support – Bands 2-4

On the 31st of March 2019 the total number of staff in this group with known ethnicity was 1148 a decrease from 1191 in 2018. Of this total 19% had BME ethnicity an increase from 17% in 2018. Including not known reduces the percentage of BME staff in this group to 17%. In this group therefore between 17% and 19% of staff are BME.

Fluctuations in this group are associated in part with the high number of bank staff in this group. Looking at the split across this group indicates that the highest proportion of BME staff are in Band 2 with only 1.8% of BME staff in the group being in Band 4 which is a very small increase from 1.7% in 2018.

	Band 2	Band 3	Band 4
2019			
White	32.9%	32.8%	15.3%
BME	11%	5.7%	1.8%
2018			
White	34%	33%	17%
BME	10.0%	5.5%	1.7%

Middle – Bands 5 - 7

On the 31st of March 2019 the total number of staff in this group with known ethnicity was 1058 an increase from 1051 in 2018. Of this total 11% had BME ethnicity which is a reduction from 2018 where it was 12% and 98% white ethnicity. Including not known does not reduce the percentage of BME staff in this group. In 2019 Looking at the split across this group indicates that there has not been any change since 2018 in the split between bands 5 to 7 in terms of BME staff with the highest proportion being in Band 5 and the lowest in Band 7.

	Band 5	Band 6	Band 7
2019			
White	32%	37%	19.7%
BME	6.6%	2.9%	1.9%
2018			
White	31%	38%	19%
BME	6%	3%	2%

Senior – Bands 8a, b, c, d and 9

On the 31st of March 2019 the total number of staff in this group with known ethnicity was 185 which is an increase from 2018 (168). Of this total 6% (rounded) had BME ethnicity and 94% white ethnicity this is an improvement from 2018 where 5% in this group had BME ethnicity. Including not known does not reduce the percentage of BME staff in this group.

2018 / 2019

	Band 8a	Band 8b	Band 8c	Band 8d	Band 9
2019					
White	51.4%	22.2%	10.8%	7.0%	2.7%
BME	3.8%	0.5%	0.5%	1.1%	1.1%
2018					
White	52%	21%	13%	7%	2%
BME	4.2%	0%	0.6%	0.2%	0%

Appendix 3 – WRES Action Plan to support targets 2016 – 2021 – July 2019 update

Workforce Race Equality Standard Action Plan Progress 2018 / 2019 - Targets and Action 2019/20

Action planned 2015/16	Progress 2018/19	Action 2019/20	RAG Rating against Target
METRIC ONE: Percentage of staff in each of the Agenda for Change Bands 1-9 (or equivalent) and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce.			
<p>Deliver the Innov8 Fund Project</p>	<ul style="list-style-type: none"> • Business case produced to support mainstreaming of the project through permanently funding a rolling secondment and annual conference. The business case was approved. • New project lead in place from June 2019 • Another member of SHSC staff was successful in achieving a place on the Stepping Up programme, a member of staff stated the Ready Now programme and another is due to take up a place on the 2019 Ready Now programme • The trust and HR director was involved in the programme activities. • Members of the BME staff network group have developed and delivered briefings to improve cultural knowledge in services and have also been 	<ul style="list-style-type: none"> • Integration with development of the Trust Leadership and development pathway This has been delayed – review progress and action • Continue to develop publicity for the mentoring programme and running the programme as a main stream activity 	

	<ul style="list-style-type: none"> involved in recruitment panels for post at band 7 upwards • Mentoring cohort three delivered 		
METRIC TWO - Relative likelihood of staff being appointed from shortlisting across all posts			
<p>Review and update recruitment data by ethnicity (to respond to problems experienced with ESR reporting)</p>	<ul style="list-style-type: none"> • Action described for metric 1 • Widening participation action plan has developed with a further career event being undertaken by the nursing directorate 	<ul style="list-style-type: none"> • No new action is proposed for 2018/19 because actions for metric one also support this metric. • WRES score in target 	
METRIC THREE: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation			
<p>Establish a project group to review and identify action regarding the percentage of BME staff subject to disciplinary.</p>	<ul style="list-style-type: none"> • Despite the development of the Problem Resolution Framework progress in implementation is still ongoing. • HR directorate have improved recording of cases and there are less not knows. • The HR microsystem work on disciplinaries is ongoing and revised processes are being implemented. 	<ul style="list-style-type: none"> • Continue to Implement the Problem Resolution Framework • Do a focused review of the nursing workforce. • New target of non-adverse relative likelihood range of 0.8 and 1.25.in line with national advised target. 	

METRIC FOUR Relative likelihood of staff accessing non-mandatory training and CPD			
<ul style="list-style-type: none"> • Review processes in place for obtaining funding and other opportunities to identify barriers • Agree action to address 	<ul style="list-style-type: none"> • A new electronic form was introduced which should mean that access to L&D is better recorded – use of the form is patchy. • BME staff have been successful in gaining places on national programmes. • Staff development workshops have been integrated into the learning and development programme 	<ul style="list-style-type: none"> • Discuss progress and additional action with the BME staff network group • WRES score in target 	
METRIC FIVE: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months			
<ul style="list-style-type: none"> • Continue to review incidents of racial harassment from third parties through trust safeguard report 	<ul style="list-style-type: none"> • BME staff network group designed new posters and distributed these. • A new action plan was agreed with three other mental health trusts – timetable and lead organisations agreed (see section in Metric 5 in main report • Reporting on race incidents now part of workforce report • Discussions have stated internally and with SY police to look at improve reporting of incidents as hate incidents. 	<ul style="list-style-type: none"> • Implement the 'metric 5 'action plan 	

	<ul style="list-style-type: none"> • Zero tolerance policy implementation plan reviewed and updated. 		
METRIC SIX: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months			
<ul style="list-style-type: none"> • Supported and developed the role of the BME staff network group • Extended membership • Support of steering group to address barriers to attendance 	<ul style="list-style-type: none"> • Working Together conferences now mainstreamed • Increased membership of the network group maintained and growing 	<ul style="list-style-type: none"> • Implement the problem resolution framework • Integrate with new Trust action plan on bullying and harassment 	
METRIC SEVEN: Percentage believing that trust provides equal opportunities for career progression or promotion			
<ul style="list-style-type: none"> • As above support development of the BME staff Network group 	<ul style="list-style-type: none"> • See progress regarding the staff network group and working together conference. 	<ul style="list-style-type: none"> • Agree any further action with the BME staff network group • Proposed theme for the 2019 Working Together conference is a focus on privilege 	
METRIC EIGHT: In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues			
<ul style="list-style-type: none"> • Establish and implement a cross organisational communication plan to promote the Trust strategy to Promote and Improve Equality Diversity and Inclusion for Black Asian and Minority Ethnic Service Users and Staff 	<ul style="list-style-type: none"> • The BME staff network group membership continues to grow and provide feedback to the trust. • The third Working Together conference was held in December 2018 including looking at incidents of race discrimination. 	<ul style="list-style-type: none"> • Progress action on this these through the BME staff network group • Proposed theme for the 2019 conference is focused on privilege 	

	<ul style="list-style-type: none"> Funding for the conferences has been mainstreamed. 		
Metric Nine: Percentage difference between the organisations' Board voting membership and its overall workforce			
<ul style="list-style-type: none"> Consider the use of 'positive action' in recruitment of Board members 	<ul style="list-style-type: none"> Board diversity has improved 	<ul style="list-style-type: none"> Consider the use of 'positive action' in recruitment of Board members 	