

# WRES Annual Report and Action Plan

September 2021



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# CEO Objectives

BHT is committed to building an inclusive culture that is intolerant of discrimination, bullying and harassment. We will create an environment where everyone feels included, supported and is treated fairly. We do not tolerate bullying, harassment, discrimination or other negative behaviours.

In 2020, our CEO set some objectives for the Trust to progress our WRES agenda. Here's how we have progressed:

CEO's Trust Objective	2021 Progress
The ethnic make-up of our Board and senior leaders will be 24% BAME, reflecting that of our workforce by 2022	Since 2020 we have achieved our aim for the ethnic background of our Board and senior leaders to be at least 24% BAME, reflecting that of our workforce. 31% of our current Board members are from a BAME background.
Our recruitment processes will be fair, with equal outcomes for BAME and White applicants by the end of 2021	Since 2020 we have started using a de-biased Recruitment process which is designed to eliminate bias from our process. We are on track to achieve parity within recruitment outcomes for BAME and White applicants by the end of 2021

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# How we approaching this

In order to turn the tide on systemic bias and create meaningful changes which will reduce disadvantage and improve equity at BHT, our core objectives are:

**Accountability & ownership** – The work to create and sustain a truly inclusive organisation must be a priority for all staff, not just those within ED&I roles. We are working to increase ownership of inclusion through providing localised data intelligence, and holding those with decision-making authority to account for advancing inclusion.

**Debiasing systems & processes** - We know that BAME colleagues continue to face systemic disadvantage both in their personal worlds and at work. We will continue to incrementally review our People systems and processes to remove or reduce opportunities for bias.

**Engage in allyship** – 2020 increased the appetite of many to learn about systemic racism and to take action as an ally, but there are still many colleagues and decision makers who do not understand or see the systemic disadvantages faced by People of Colour. Starting with our leaders and key decision makers, we are working to engage and educate all of our staff around systemic racism to shift the mindsets and behaviours which uphold systems of disadvantage and lead to bias. We will continue to support our staff to become active allies to promote a truly inclusive culture.

**Equality of opportunity & experience** – Whilst we work to change the systems and processes which disadvantage BAME colleagues, we will concurrently enhance opportunities across our organisation for those who have repeatedly experienced systemic disadvantage using positive action across all aspects of the employee life cycle.

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# Core Principles

The work required to create a truly inclusive organisation is difficult and longitudinal. To give us the best opportunity to create improvements, the following principles will guide our work:

**Evidence-based** – Our interventions and actions will be grounded in the wealth of evidence from academic research, healthcare case studies and industry best practice. We will use this evidence to identify the most effective actions to take to drive change.

**Co-design** – Our interventions and actions to improve racial equity will be co-designed by our BAME colleagues and grounded in their lived experiences. We will take an approach which is rooted in the needs and experiences of our staff.

**Take ownership & Evaluate** – We will continually evaluate our approach for its impact on behaviour change and the WRES indicators, and take steps to amend our actions if the desired impact is not achieved within a timely manner. We commit driving forward a dynamic plan which meets its aims of improving racial equity. All colleagues with management responsibility will be accountable for the delivery of this plan

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# Our People Promise

At BHT we have made a promise to ensure that our people are

- **Safe**
- **Supported**
- **Listened to**

Our WRES action plan will deliver.

- **A culture of inclusion & Zero tolerance to discrimination**
- **Equality of experience & Opportunity for all staff at BHT**
- **Better accountability and ownership of the plan across the Trust**



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# What is the Workforce Race Equality Standard?

**The Workforce Race Equality Standard** was launched in 2015, and is now well established as a measure of the quality of experience of our Ethnic Minority Colleagues within the Trust.

There are 9 indicators against which Trusts are measured, including workforce data as at 31 March 2021, and outcomes from a number of questions from the most recent staff survey data (therefore data from the 2020 Staff Survey).

This year, all Trusts were required to submit data by 31 August 2021. There is then a further requirement to submit an action plan for each standard, approved by the Board by 30 September 2021.

# Workforce Race Equality Standard (WRES) Progress from 2020-21

Implementation of the Workforce Race Equality Standard (WRES) is a requirement for all NHS Provider organisations. BHT is expected to show progress against 9 indicators which measure whether or not employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace. This work requires the commitment, agreement and financial support of the Board and in 2020, executive directors at BHT became sponsors of key actions within our WRES action plan.

In 2020, the Trust created two specific objectives to progress racial equality:

1. The ethnic make-up of our Board and senior leaders will be 24% BAME, reflecting that of our workforce by 2022
2. Our recruitment processes will be fair, with equal outcomes for BAME and white applicants by the end of 2021

## Summary of WRES Progress in 2021

Significant improvements have been made this year in relation to equal outcomes from our recruitment and disciplinary processes. Our recruitment indicator has decreased for the fourth consecutive year, reducing from 2.44 in 2018 to 1.28 in 2021. The national parity benchmark for indicators 2-4 is any figure between 0.8-1.2. Our 2021 data demonstrates that we have achieved parity of outcomes for disciplinaries and access to training.

Our workforce ethnicity profile data (indicator 1) highlights a 5% difference in the number of ethnic minority colleagues in Band 1-7 roles compared to senior leadership roles (Band 8A+). This suggests that more work is required to achieve equal progression pathways into senior leadership positions.

There were no statistically significant differences to our staff survey indicators this year (indicators 5-8). This was anticipated as our enhanced WRES action plan was put in place in October 2020; the same time period in which the survey data was collected. We are confident that our WRES action plan will support significant improvements in these areas in the future.



# Key WRES Data from 2020

Relative likelihood of staff being appointed from Shortlisting – 1.98x higher for white candidates

The relative likelihood of BME staff entering formal disciplinary process is 1.96x higher compared to that of white staff

Relative Likelihood of White Staff accessing non mandatory training and education is 0.96x higher in comparison to BME Staff

Percentage of BAME staff believing that the Trust offers equal opportunity for career progression = 76.7%



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# Key WRES Data from 2021

Relative likelihood of staff being appointed from Shortlisting is now 1.28x higher for white candidates

The relative likelihood of BME staff entering formal disciplinary process is now 1.23x higher compared to that of white staff

Relative Likelihood of White Staff accessing non mandatory training and education is 1.02x higher in comparison to BME Staff

Percentage of BAME staff believing that the Trust offers equal opportunity for career progression = 74.2%



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# WRES Progress March 2020 to March 2021 – Indicators 2 to 9

Key	
<span style="color: green;">■</span>	= Improvement
<span style="color: orange;">■</span>	= No significant change
<span style="color: red;">■</span>	= Deterioration

The below data covers the period from the 1st of April 2020 to 31st March 2021.

Metric	2019/20 Score	2020/21 Score	Progress 2021	Parity between groups
<b>2) Recruitment.</b> Relative likelihood of white candidates being appointed from shortlisting across all posts compared to BME candidates	1.98	1.28	Improved	No
<b>3) Disciplinarys.</b> Relative likelihood of BME staff entering the formal disciplinary process compared to White staff, as measured by entry into a formal disciplinary investigation	1.95	1.23	Improved	Yes
<b>4) Training &amp; Development.</b> Relative likelihood of staff accessing non-mandatory training and CPD	0.96	1.07	No change	Yes
<b>5) Patient Bullying &amp; Harassment.</b> Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White = 28% BME = 24.7%	White = 24.2% BME = 26.2%	* No change	There is no national benchmark for parity between groups for these indicators
<b>6) Staff Bullying &amp; Harassment.</b> Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White = 22.2% BME = 24.5%	White = 21.6% BME = 28.9%	* No change	
<b>7) Career progression perceptions.</b> Percentage believing that trust provides equal opportunities for career progression or promotion	White = 87.9% BME = 76.7%	White = 89.7% BME = 74.2%	* No change	
<b>8) Discrimination.</b> Percentage of staff who have experienced discrimination at work from their manager/team leader or other colleague	White = 5.9% BME = 11.5%	White = 6.2% BME = 18.6%	* No change	
<b>9) Board representation.</b> Percentage difference between the organisations' Board voting membership and its overall workforce	Board Voting = 27.3% BME Overall Workforce =24.3% BME	Board Voting = 36.4% BME Overall Workforce =24.7% BME	* No change	

\* = Despite visual changes in the data compared to previous years, advanced statistical analysis was undertaken on these results which demonstrated that the observed changes are not statistically significant, and instead are considered normal data variation. As such the results have been labelled as 'No significant change'.

# WRES Progress- Workforce Representation – data comparison 2020 and 2021

- 1) **Workforce representation.** Percentage of white and BME staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce

WRES Indicator 1 - 31 March 2020 Bands 1-7				WRES Indicator 1 - 31 March 2021 Bands 1-7		
	White	BME	Not Stated	White	BME	Not Stated
<b>Bands 1-7</b>	3758 74%	1199 24%	120 2%	3679 72%	1198 23%	255 5%
<b>Bands 8A+</b>	279 80%	62 18%	9 2%	293 77%	69 18%	17 4%

## What does this tell us?

The above tables highlight the differing ethnicity profile of our workforce across the various pay bands. There is a 5% difference between the number of colleagues from a Black, Asian, Mixed or Other ethnic minority background in Bands 1-7 compared to senior leadership bands 8A and above. This suggests that more work is required to achieve equal progression pathways into senior leadership roles.

# WRES Action Plan 2021-2024

Action	Who	When	Measure	Progress
<b>Accountability and Ownership</b>				
<b>Exec engagement in WRES Plan and sponsorship of staff networks</b>	CPO	12 October 2020	Exec sponsors for each of the Staff Networks	Our BAME Network has our Chief Nurse as Exec Sponsor and Kalinga Filipino Network has our Chief People Officer as an Executive Sponsor. The BAME Network has presented to Trust Board. Our Kalinga Filipino Network held an engagement event which was addressed by both our CEO and our Chief People Officer
<b>WRES Metrics to form part of the Divisions' Performance Frameworks</b>	COO and Head of Inclusivity	30 Dec 2021	Local action plans monitoring and interventions and impacting Divisional data	Recruitment and Disciplinary Data shared with Divisions and discussed at Board Meetings
<b>Increase the diversity of the Freedom to Speak Up Guardian role</b>	CEO + FTSU Guardian	30 Nov 2020	Increased number of FTSUGs	There are four new FTSUGS in post from a number of different backgrounds
<b>Ensure that the Board composition continues to represent our Workforce</b>	CEO and CPO	Ongoing	Number of BAME Board Members	Our Board composition now consists of 5 BAME Members (31%) which more than reflects our workforce (24%)

# WRES Action Plan 2021-2024

Action	Who	When	Measure	Progress
<b>Equality of Experience and Opportunity</b>				
<b>Adopt a 'Just Culture' model</b>	CPO + CN	1 December 2020	Communication of model & guidelines to all managers	Evidence from Mersey care NHS Trust is that this will take a number of years to fully embed. Our original target to start this work in December 20 was delayed due to COVID-19. However, our plan is on target. We are now reporting progress to the Board. An MDT team attended the JC Training July/Aug 21, and further training is underway for key members of the HR Team. key metrics have been developed, a triage form reviewed, and Trust policy reviewed including behavioural agreements implemented. Trust Staff Side is engaged.
<b>Suspension of staff to be signed off by Chief Nurse or Chief People Officer</b>	CN + CPO	1 December 2020	All disciplinary cases that may need suspension need to approved by the CPO or the CN	Implemented in December 2021 - the ER Case Tracker shows that there have been three authorised suspensions since this date.
<b>Setup a BAME talent pool in collaboration with our BAME network.</b>	CN + Head of Inclusivity+ BAME Network	30 April 2021	There is a pipeline of BAME colleagues ready for promotion to more senior roles	Whilst work on Talent Management started in 2020, due to COVID-19, this work was paused and will now recommence in Quarter 4 of 2021-22

# WRES Action Plan 2021-2024

Action	Who	When	Measure	Progress
<b>Equality of Experience and Opportunity</b>				
<b>Co-create an action plan to tackle bullying and harassment</b>	DCPO HR + Network	Within 6 months	Evidence of plan being developed and customised initiatives in place	Two Task Groups have been set up, one focussed on colleague to colleague bullying and harassment, and one on service user to colleague bullying and harassment. Based on input from a large number of staff, a publicity campaign including a poster competition, and a group of Champions have now been put in place. There is ongoing work to identify the drivers that cause bullying and harassment to enable appropriate initiatives to be put in place
<b>Review and enhance the Reverse/Reciprocal Mentoring Programme</b>		31-March-2021	All 8a+ managers to have a reverse mentor	Resources have been prioritised to support a Trust-Wide Behaviour Framework which will have a positive impact. We have also submitted a bid to a National Charitable Fund for Allyship and Reverse Mentoring facilitation. Awaiting outcome in October 2021
<b>Host speed mentoring event for BAME colleagues with senior leaders</b>	CMO + Head of Inclusivity, + BAME Network	28 February 2021	BAME colleagues demonstrate increased confidence to develop in their roles and careers	This is planned and organised to take place during Inclusion Week as 'Meet and Mentor' and will be offered also during Black History month via BHT Embrace, our BAME Staff Network
<b>Increase the number of BAME senior leaders (8b-9) in line with national guidelines</b>	CPO + COO	End of March 2021	Recruiting additional 7 BAME senior leaders in 2021	We recruited 7 more BAME Senior Leaders this year, increasing our percentage from 15% in 2020 to 18.3% by August 2021
<b>Launch an Allyship Programme</b>	Learning and Development Team	01-February-2021	Programme advertised to staff and first cohort recruited	Resources have been prioritised to support a Trust-Wide Behaviour Framework which will have a positive impact. We have also submitted a bid to a National Charitable Fund. Awaiting outcome in October 2021.
<b>Train a pool of c30 WRES Champions to support and monitor the Recruitment process</b>	Recruitment	01-January-2021	Circa 30 WRES Champions trained. 2 cohorts with minimum of 15 attendees	WRES Champions have participated in interview processes for roles at Band 8A and above, but we will be participating in a BOB wide programme to offer formal training to aspiring BAME Champions

# WRES Action Plan 2021-2024

Action	Who	When	Measure	Progress
<b>De-biasing our processes - Recruitment</b>				
<b>Conduct a comprehensive Review of the whole recruitment process (JD to appointment)</b>	CPO	Within 6 months	Audit / review report + recommendations	The Recruitment Team have run a number of successful Inclusive Recruitment trial processes this year, where we have used unbiased processes in shortlisting fully involved stakeholders from our Staff Networks. We aim to replicate this going forward along with a full review of the process
<b>In collaboration with our BAME network, co-design &amp; co-deliver a value based &amp; Inclusive interview skill course</b>	DCPO / Network	31 December 2020	Course available & marketed across the trust	First Training Scheduled for October 2021. Quarterly training solution (training videos) to be implemented for Quarter 3 and Quarter 4 2021
<b>Analyse sample job descriptions and adverts for cultural sensitivity</b>	WRES experts + Recruitment Team	1 December 2020	Analysis Report and Recommendations available	A process has been put in place for this centrally within the Recruitment Team, and is will be reviewed in the Autumn of 2021
<b>Positive Action Statements in all Band 8B and above Job Descriptions</b>	Recruitment Team	31 March 2021	Evidence of Positive Action Statements appearing in relevant Job Descriptions	Positive Action Statements for job advertisements have been approved and will be implemented in October 2021Our Positive Action Policy Process is being reviewed as part of an earlier action plan, and this will be included
<b>Cleanse Recruitment ESR Data to decrease unknown Ethnicity</b>	Recruitment Team	31 March 2021	Decreased number of colleagues whose ethnicity is unknown on ESR	Our WRES Submission showed an improvement this year, 3.6% of our colleagues were of unknown ethnicity compared to 6.1% in 2020

# WRES Action Plan 2021-2024

Action	Who	When	Measure	Progress
<b>National Actions</b>				
<b>Complete the National/NSEI Actions in relation to Engagement</b>	Head of Inclusivity	31-March-2022	All Actions Completed	We are on target to complete these by the required dates
<b>Complete the National/NSEI Actions in relation to Recruitment</b>	Head of Inclusivity	31-March-2022	All Actions Completed	We are on target to complete these by the required dates
<b>Complete the National/NSEI Actions in relation Talent Management</b>	Head of Inclusivity	31-March-2022	All Actions Completed	We are on target to complete these by the required dates