

Workforce Race Equality Standard Annual Report 2021-2022

OUTSTANDING CARE

HEALTHY COMMUNITIES

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CEO Foreword

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

Neil Macdonald

Chief Executive Officers

Sept 2021

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Workforce Race Equality Standard (WRES)



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 Ethnic Minority 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.

Summary of WRES Progress in 2022

Our recruitment indicator has decreased for the fifth consecutive year, reducing from 2.44 in 2018 to 1.25 in 2022. The ethnic diversity of the Trust Board is greater than that of the organisation.

Our 2022 data demonstrates that we continue to achieve parity of outcomes for access to training.

Our workforce ethnicity profile data (indicator 1) highlights an increase in the number of ethnic minority colleagues in Band 8a+ roles compared to last year.

There has been a slight deterioration in the metric relating to disciplinary cases this year, with an increase in the likelihood of colleagues from a minority ethnic background being involved in cases, compared to white colleagues.

In 2020, the Trust Board agreed 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

The ethnic make-up of our Board is more diverse than our workforce as a whole. The ethnic make-up of our senior leaders (band 8a – 9 and VSM) is 19.4%, so work remains.

2. Our recruitment processes will be fair, with equal outcomes for BAME and white applicants by the end of 2021

Our WRES Data shows that we have met this target.

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WRES Progress Indicator 1 - Workforce Representation

Bands 1 to Very Senior Manager (VSM)

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

	WRES Indicator 1 – 31 March 2021			WRES Indicator 1 – 31 March 2022		
	White	Ethnic Minority	Not Stated	White	Ethnic Minority	Not Stated
Bands 1-7	3745 72.8%	1196 23.3%	199 3.9%	3493 66.5%	1494 28.5%	260 5.0%
Bands 8A to VSM	297 78.1%	70 18.4%	13 3.4%	309 74.3%	81 19.4%	26 6.3%
TOTAL	4042 (73.2%)	1266 (23%)	212 (3.8%)	3802 (67.1%)	1575 (27.8%)	286 (5.1%)

What does this tell us?

The above tables highlight the differing ethnicity profile of our workforce across the various pay bands. While we have an increase of 1% in our colleagues from Ethnic Minority backgrounds in bands 8A to VSM this year, there is still 8.4% to get full representation 19.4% vs 27.8%).

Our overall workforce now consists of 27.8% Ethnic Minority

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WRES Progress Indicator 1 - Workforce Representation

Bands 1 - 7 (detail)



Buckinghamshire Healthcare
NHS Trust

1) **Workforce representation.** Percentage of white and BME colleagues in each of the AfC Bands compared with the percentage of colleagues in the overall workforce

	WRES 2021 Submission			WRES 2022 submission		
	White	Ethnic Minority	Not Stated	White	Ethnic Minority	Not Stated
Band 1	0	1 (100%)	0	0	0	0
Band 2	661 (66.9%)	286 (28.9%)	40 (4.1%)	591 (60.9%)	280 (28.8%)	100 (10.3%)
Band 3	446 (77%)	118 (20.3%)	15 (2.6%)	423 (73.5%)	122 (21.2%)	30 (5.2%)
Band 4	498 (74.7%)	100 (15%)	68 (10.2%)	461 (75.0%)	117 (19%)	37 (6.0%)
Band 5	689 (64.5%)	337 (31.5%)	42 (3.9%)	589 (49.2%)	583 (48.7%)	25 (2.1%)
Band 6	849 (74.9%)	258 (22.7%)	26 (2.3%)	820 (71.7%)	277 (24.3%)	46 (4.0%)
Band 7	602 (85%)	96 (13.6%)	8 (1.1%)	609 (81.6%)	115 (15.4%)	22 (3.11%)
Total	3745 (72.9%)	1196 (23.3%)	199 (3.9%)	3493(66.6%)	1494 (28.5%)	260 (5.0%)

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WRES Progress Indicator 1 - Workforce Representation

Bands 8 TO VSM (detail)

Buckinghamshire Healthcare

NHS Trust

1) **Workforce representation-** Number of white and BME colleagues in each of the AfC Bands 8a-9 to VSM (including executive Board members) compared with the percentage of colleagues in the overall workforce

	WRES 2021 Submission			WRES 2022 submission		
	White	Ethnic Minority	Not Stated	White	Ethnic Minority	Not Stated
Band 8a	168 (73.6%)	51 (22.3%)	9 (3.9%)	175 (71.7%)	53 (21.7%)	16 (6.6%)
Band 8b	57 (82.6%)	10 (14.5%)	2 (2.9%)	58 (71.6%)	15 (18.5%)	8 (9.9%)
Band 8c	41 (89.0%)	4(8.7%)	1 (2.2%)	44 (89.7%)	4 (8.2%)	1 (2.0%)
Band 8d	13 (92.8%)	0	1 (7.1%)	12 (80.0%)	2 (13.3%)	1 (6.7%)
Band 9	11 (73.3%)	4 (26.7%)	0	15 (75.0%)	5 (25.0%)	0
VSM	7 (87.5%)	1 (12.5%)	0	5 (71.4%)	2 (28.6%)	0
Total	297 (78.1%)	70 (18.4%)	13 (3.4%)	309 (74.3%)	81(19.4%)	26 (6.3%)

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WRES Progress – Metrics 2-9



Buckinghamshire Healthcare

Metric	2020/21 Score	2021/22 Score	Progress 2022
2) Recruitment. Relative likelihood of white candidates being appointed from shortlisting across all posts compared to BME candidates (including International recruitment)	1.28	1.25	Improvement Parity achieved
3) Disciplinarys. Relative likelihood of BME colleagues entering the formal disciplinary process compared to White colleagues, as measured by entry into a formal disciplinary investigation	1.23	1.35	Deterioration within 10% of parity
4) Training & Development. Relative likelihood of colleagues accessing non-mandatory training and CPD	1.02	1.27	Deterioration Within 10% of parity
5) Patient Bullying & Harassment. Percentage of colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White = 24.2% Ethnic Minority 26.2%	White = 26.7% Ethnic Minority = 26.0%	No significant change but requires further progress
6) Staff Bullying & Harassment. Percentage of colleagues experiencing harassment, bullying or abuse from colleagues in last 12 months	White = 21.6% Ethnic Minority = 28.9%	White = 22.6% Ethnic Minority = 25.1%	Improvement but requires further progress
7) Career progression perceptions. Percentage believing that trust provides equal opportunities for career progression or promotion	White = 59.2% Ethnic Minority = 44.4%	White = 60% Ethnic Minority = 47.9%	Improvement but requires further progress
8) Discrimination. Percentage of colleagues who have experienced discrimination at work from their manager/team leader or other colleague	White = 6.2% Ethnic Minority = 18.6%	White = 6.8% Ethnic Minority = 13.8%	Improvement but requires further progress
9) Board representation. Percentage difference between the organisations' Board voting membership and its overall workforce	Board voting = 36.4% Ethnic Minority Overall workforce = 26% Ethnic Minority	Board voting = 45.5% Ethnic Minority Overall workforce = 27% Ethnic minority	Significantly Improved

Key

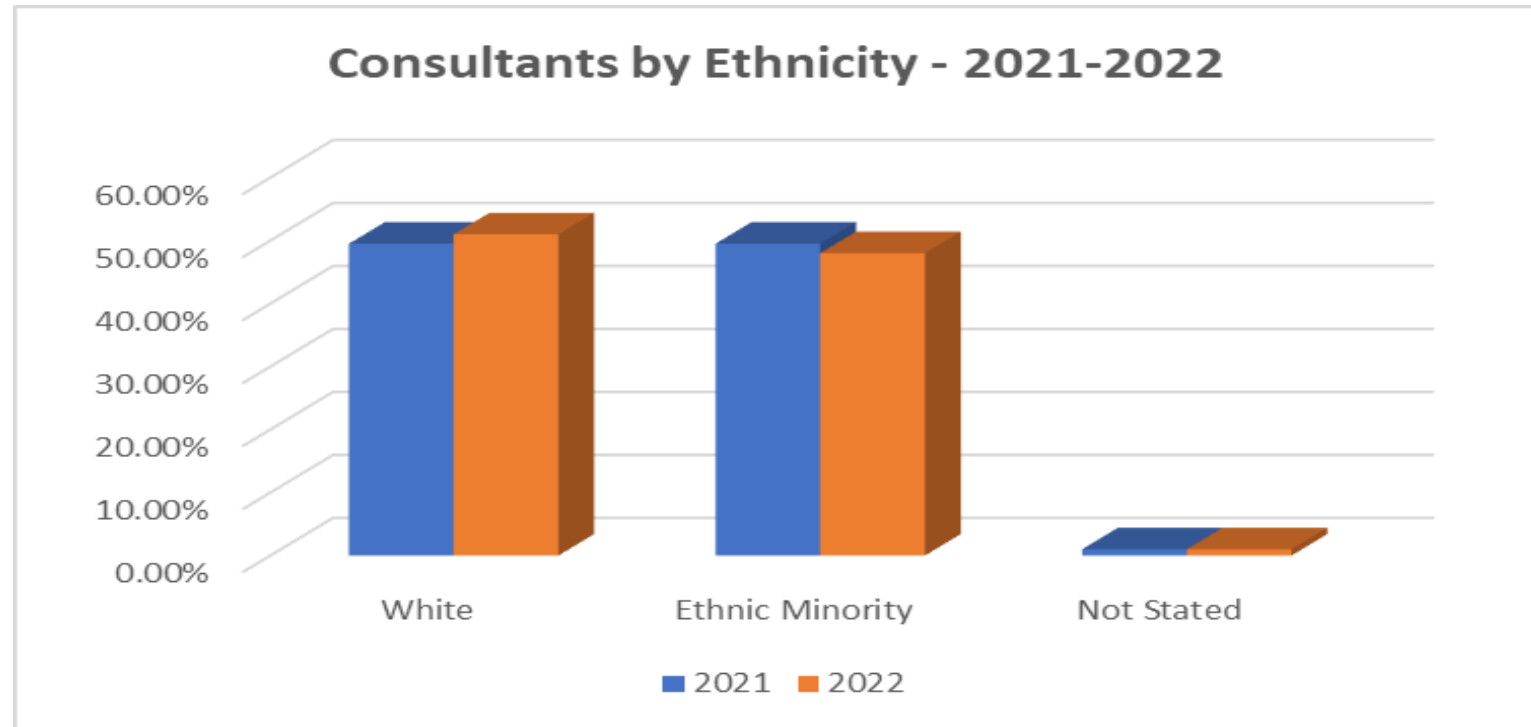
-  = Improvement
-  = No significant change
-  = Deterioration

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WRES - Medical Consultants by Ethnicity – 2021 - 2022

- Overall at 31 March 2022 48% of our Consultants were from an ethnic minority background
- In comparison at 31 March 2021, 55.5% of our SAS Doctors were from an ethnic minority background



WRES Action Plan 2021-2024



Action	Who	When	Measure	Progress
Priority Actions 2022-2023				
Train 120 Senior Leaders in Allyship Skills and re-introduce reverse/reciprocal mentoring	ED&I Lead	By 31 March 2023	120 Senior Leaders trained and demonstrating Allyship Skills. Number of senior leaders and ethnic minority colleagues involved in reverse/ reciprocal mentoring.	The Trust commenced its Allyship Programme in July 2022 and to date at total of 65 Senior Leaders have been trained. 3 additional cohorts are planned for 2023.
Talent Management - Put in place initiatives to address the barriers to progression for colleagues from a BME background by implementing a BME talent pool.	Head of talent	31 July 2023	Improvement in staff survey and WRES data regarding progression for ethnic minority colleagues	We restarted our Talent management programme in October 2022. a number of talent pools including a BME one are planned for 2023
Develop and launch an Anti-Racism Standard Operating Procedure in order to considerably decrease rates of bullying, harassment and abuse of ethnic minority colleagues by patients, service users and other colleagues	CPO & the senior HR team	1 January 2023	Improvement in staff survey and WRES data regarding bullying and harassment for ethnic minority colleagues	A first draft of a Standard Operating Procedure (SOP) has been put together and is being socialised. We also have drafted an ED&I Manifesto which will support this work. We also have two task and finish groups focussing on bullying, harassment and abuse from patients and service users and one focussing on colleagues. An updated policy was introduced in 2021

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WRES Action Plan 2021-2024

Action	who	When	Measure	Progress
Priority Actions 2022-2023				
All colleague networks to have an Executive Sponsor	D.Dir HR	31 December 2022	Evidence that our staff network chairs feel more supported. Evidence of more network events initiated by the Networks themselves and increased employee awareness of and engagement in the Networks,	Through the Allyship programme and working with our Networks to create promotional videos, each executive director will sponsors a network.
Improve the WRES ratio for disciplinary cases to parity	ED&I Lead	31 March 2023	Improvement in staff survey and WRES regarding formal disciplinary cases for ethnic minority colleagues. Move to parity (ratio between 0.8 and 1.2)	As part of our Just Culture Work we have started to trial an amended Disciplinary Triage Form to facilitate an improvement. We are also looking at expanding Just Culture training for more managers. We will also carry out some analysis of 2022 data in collaboration with the BOB/ICS and use the findings to share best practice starting in 2023.
Establish at least one over arching KPI for our ED&I Work. Ensure all EDI events facilitated by the Trust have the potential to improve this KPI and use Feedback to evaluate events	ED&I Lead	1 April 2023	KPI measured quarterly and widely publicised. Evidence of evaluation of engagement events and their impact on KPI's.	Steering Group Members have been asked to put forward suggestions for a suitable KPI. Their recommendation will go to our Strategic ED&I committee for approval and incorporation into our BHT People dashboard.

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