

# Workforce Race Equality Standard (WRES) Report 2021



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## 1. Introduction

The Workforce Race Equality Standard (WRES) programme has been collecting data on race inequality for five years, holding up a mirror to all NHS organisations and revealing the disparities that exist for black and minority ethnic staff compared to their white colleagues. The evidence from each WRES report over the years has shown that our black and minority ethnic staff members are less well represented at senior levels, have measurably worse day to day experiences of life in NHS organisations, and have more obstacles to progressing in their careers.

As a leading NHS organisation we need to ensure that we are employing actions to transform the culture and change the outcomes and experiences of our staff.

In October 2020, the Trust launched its Black, Asian and Minority Ethnic Inclusion Taskforce, with the aim of increasing the diversity of the workforce and improving the experience of all BAME colleagues. We started with a comprehensive listening exercise which was undertaken with BAME colleagues, helping shape an action plan which is addressing key areas such as recruitment, ant-racism, training and development, communication. The actions from this Taskforce are threaded through the actions within this report.

### **Completeness of data:**

There have been no issues identified regarding completeness of data and the current proportion of staff who have self-reported their ethnicity stands at **98.8%**. We will continue to communicate to all staff the importance of reporting and updating their personal data in Employee Self Service.

### **Reliability of comparisons with previous years:**

No matters were identified relating to reliability of comparisons with previous years.

***WE COLLECTED OUR DATA ON 31ST MARCH 2021 WHEN OUR WORKFORCE CONSISTED OF A TOTAL OF 4013 STAFF. 7.9% WERE FROM A BLACK OR ETHNIC MINORITY BACKGROUND, 90.9% WERE WHITE, AND 1.2% DID NOT STATE THEIR ETHNICITY.***

## INDICATOR 1

Percentage of staff in each of the AFC bands 1-9 and VSM (including executive directors) compared with staff in the overall workforce

Non-Clinical	% BAME 20/21	% WHITE 20/21	Clinical	% BAME 20/21	% WHITE 20/21
Band 1	6.3%	93.8%	Band 1	0.0%	0.0%
Band 2	1.8%	97.5%	Band 2	6.1%	93.9%
Band 3	3.9%	95%	Band 3	1.3%	98.3%
Band 4	2.5%	96.6%	Band 4	11.4%	87.0%
Band 5	5.1%	94.9%	Band 5	8.6%	90.3%
Band 6	7.2%	92.8%	Band 6	5.6%	94.0%
Band 7	5.5%	93.2%	Band 7	2.6%	97.2%
Band 8a	6.3%	88.9%	Band 8a	5.2%	93%
Band 8b	4.0%	96.0%	Band 8b	0.0%	100%
Band 8c	0.0%	92.3%	Band 8c	0.0%	100%
Band 8d	0.0%	100.0%	Band 8d	0.0%	100%
Band 9	0.0%	100.0%	Band 9	0.0%	100%
Medical	0.0%	0.0%	Medical	35.24%	59.64%
VSM	0.0%	100.0%	VSM	0.0%	100%

The proportion of BAME staff has increased year on year although there is more work to be done to ensure we have a more diverse workforce which is representative of the patient population that we provide services for. We also need to put plans in place to support career progression and work towards increasing diversity at board level.

### Actions:

- Implement Positive action recruitment strategies
- Relaunch of the reciprocal mentoring program, encouraging BAME staff to be core members
- Building collaborative relationships with community and professional organisations to help support 'Attraction, Recruitment & Retention' such as BIMA, British Sikh Nurses
- Develop education and progression support for BAME staff
- Ensure BAME staff can access training and CPD and are encouraged to do so

- Introduce Inclusive behaviour training
- Utilise our existing staff, with their agreement, to showcase job roles, working for the trust, developing videos, staff profiles, webinars, staff experience talks
- Review and ensure all policies articulate the expectations of the trust regarding consequences of discriminatory behaviour, building a culture of inclusivity and zero tolerance, promoting 'Freedom to Speak up'
- Implement targeted campaigns, with consistent messaging and imagery that is inclusive
- Develop a Diversity & Inclusion library which all staff can access, providing resources which educate staff about Diversity & Inclusion

## INDICATOR 2

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### Likelihood of appointment from shortlisting

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White	BAME	Not Stated
23.13	21.57	18.75

The differences between the white data and the BAME data is marginal although we must take into account the numbers of applications from BAME candidates which is significantly smaller. There is a current review of the recruitment processes being undertaken. Following on from this review a number of positive action approaches will be implemented

### Actions:

- Recommendations from BAME Taskforce
- Introduction of staff profiles/videos which will be shared on social media and trust website
- Open days to promote the directorates and the current job roles, applicants can come and find out all about the trust, job roles etc
- Applicant support, development of a resource offering advice around completion of application, interview masterclass etc
- Collaborative working with professional organisations to promote job roles for both nurses and medical staff, BIMA, British Sikh Nurses etc

## Indicator 3

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### Likelihood of entering the disciplinary process

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*Relative likelihood of staff entering the formal disciplinary process as measured by entry into a formal disciplinary investigation.*

This indicator will be based on data from the 2 year rolling average of current and previous year data. The below is populated from the spreadsheet when headcount is added.

White	BAME
0.97	0.32

Our figures show that we are below the national average with regards BAME staff entering a formal disciplinary process; although we need to ensure that all staff are supported through investigations

#### **Actions:**

- Action proposals set by BAME taskforce
- Review the incident reporting processes to ensure they are efficient

## Indicator 4

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### Access to non-mandatory training & CPD

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#### Relative likelihood of staff accessing non-mandatory training and CPD:

##### *For the year 2020/21*

##### **Study Leave Breakdown (not including Medical Staff):**

13 BAME staff from 188 staff attending Non-Mandatory Study = 6.91%

##### **Trust Breakdown (not including Medical Staff):**

217 BAME staff from 3874 total staff = 5.60%

Within our non-medical workforce, BAME staff were slightly over-represented in terms of accessing Non-Mandatory Training against the Trust demographics, although the figures still indicate that we need to assess and remove any barriers for staff to access non-mandatory training.. The past year has impacted on training and CPD which needs consideration.

#### **Actions:**

- Training opportunities have been presented to all staff, ensuring a mix of staff groups and demographics attend the training programmes which is reflected in the data from this year
- We will continue to ensure that all staff have access to non-mandatory development opportunities and undertake a review to identify any barriers for staff accessing the relevant training
- Relaunch of the reciprocal mentoring program encouraging BAME colleagues to be core members
- Plans to introduce a bespoke training program for BAME colleagues focusing on confidence development, leadership, and mentoring

## Indicator 5

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### Bullying & harassment from the public

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

**2020:**

18.4% White

13.4% BME

**2019:**

20.3% White

27.4% BME

This data demonstrates a significant reduction in the percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months. The BAME figures indicate a dramatic fall since 2019. Our figures have fallen significantly more than the national average which is excellent development. In order to continue supporting the wellbeing of all our staff we have implemented a Staff Advice and Liaison Service (SALS) which will ensure staff have access to a full range of support services. There is a renewed and more comprehensive a zero-tolerance policy in place and we are planning inclusive behaviour training and conflict resolution

#### **Actions:**

- Continuation of staff training and support for those that are unfortunately still subject to abuse
- Continue to display positive messaging around the trust with regards to anti discriminatory behaviour
- Work closely with the BAME network to ensure that colleagues have the confidence to speak up safely about issues regarding racism, behaviours, and prejudice
- Train & support our wellbeing colleagues to give them confidence to talk about race, improving the support they offer to staff
- Present 'Freedom to Speak up' champions who will be trained in difficult conversations and inclusivity
- Strengthen links between BAME network and occupational health and wellbeing services
- Work closely with community organisations to engage, support, and consult about race



## Indicator 6

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### Bullying & harassment from staff

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#### *Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.*

**2020:**

16.2% - White                      27.5% - BME

**2019:**

19.3% - White                      25.4% - BME

#### **Narrative:**

The data demonstrates a reduction in bullying for White staff and an increase for BAME staff between 2019 and 2020, which unfortunately is reflective of the National average results for 2020.

#### **Actions:**

- BAME taskforce, attended by key stakeholders, is shaping how the Trust addresses this with action plans being developed
- Introduction of an Inclusive Behaviours program
- Relaunch of reciprocal mentoring programme, BAME colleagues will provide mentorship to the senior management team who will in turn offer leadership development support
- Review of incident reporting to ensure that any grievances are actioned in a timely manner with clear communication and intentions
- Work with BAME network to support colleagues to speak up safely on issue related to anti discriminatory behaviour
- Launch a 'We will not tolerate' anti discriminatory campaign using positive messaging and microaggressions imagery throughout the trust
- Present inclusive leaders building a culture of inclusivity which is supported from the leadership team
- Collaborate with NHS trusts to learn and share best practice
- Engage with community and professional organisations to build relationships, support and guidance regarding anti discriminatory behaviour

## Indicator 7

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### Fairness in career progression

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#### *Percentage believing that the trust provides equal opportunities for career progression for promotion.*

##### 2020:

90.8% - White                      76.6% - BME

##### 2019:

85% - White                        72.1% - BME

#### **Narrative:**

Our data for the Trust is above the national average for BAME staff feeling that progression is fair, however, there remains 14% difference between White and BAME staff

#### **Actions:**

- Trust BAME taskforce continues to plan clear actions in respect of recruitment, including positive action to both attract, recruit, and retain staff
- Recruitment processes will be reviewed to ensure inclusivity
- Interview questions will include a question regarding Equality, Diversity & Inclusion as mandatory
- Once all networks have been established members will be asked to support interviews to improve panel diversity
- Relaunch of reciprocal mentoring programme, BAME colleagues will provide mentorship to the senior management team who will in turn offer leadership development support
- Plans to introduce a bespoke training program for BAME colleagues focusing on confidence development, leadership, and mentoring
- Collaboration with professional and community organisations to attract a diverse workforce and gain insight into the needs of BAME groups
- Introduction of staff profiles which will be shared on appropriate platforms reaching out to BAME groups, showcasing Alder Hey as a 'Great place to work'

## Indicator 8

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### Experience of discrimination

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*In the last 12 months have you personally experience discrimination at work from any of the following – manager, team leader or other colleagues?*

**2020:**

4.8% - White                      12.4% - BAME

**2019:**

5.0% - White                      15.8% - BAME

**Narrative:**

There has been an improvement in both staff groups in relation to personally experiencing discrimination at work from managers, team leaders, or other colleagues, although there is still work that needs to be done to eradicate such behaviours. Positively the Trust is below the national average for both staff groups.

**Actions:**

- Complete actions set by the Trust BAME taskforce
- Work towards recruiting and developing inclusive leaders
- Ensure we have improved all routes to speak up, promoting 'Freedom to Speak up' champions
- Work with BAME network to support and encourage colleague to have the confidence to speak out
- Review of incident reporting to ensure that any grievances are actioned in a timely manner with clear communication and intentions
- Strengthen the wellbeing services, ensuring colleagues within these services are trained and confident to support staff and discuss difficult issues
- Launch micro-agressions campaign to ensure staff are aware of micro-agressions, including training on micro-agressions and the impact this has on individuals
- Awareness raising and skills development with line managers across the trust regarding understanding and recognising all forms of racism, and developing cultural knowledge

## Indicator 9

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### Board voting membership

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#### *Percentage difference between the organisations board voting membership and its overall workforce*

##### Voting Board Percentages

White	BME	Not Stated
78.6%	21.4%	0%

##### Trust Percentages

White	BME	Not Stated
90.90%	7.90%	1.20%

### Narrative:

We need to work hard to continue to increase our diversity at board level. Implementing actions to guarantee BAME staff are supported to progress and develop and recruitment is inclusive, attracting diversity, must be a key priority.

### Actions:

- Undertake actions set by BAME taskforce
- Introduce Inclusive Board training

## Conclusion & Reflection

This past year has been challenging, extraordinary and incomprehensible. It has had a huge impact on the NHS, service users, not to mention the workforce who has worked tirelessly to ensure patient care has not been compromised during the pandemic. Our staff survey continues to positively highlight Alder Hey as a great place to work, although there remains work to be done and areas which need improvement.

We have begun to build a culture of inclusivity and this needs to continue, constantly embedding equality, diversity & inclusion throughout our whole organisational planning. Our Equality, Diversity and Inclusion Lead will work closely with the network members to collectively build and maintain a positive experience for our patients, carers and our dedicated workforce, making Alder Hey a Great Place To Work. Our Action Plan outlines our plans and ambitious for the next 12 months.

## Action Plan

Metric	EDI Objective	Action	Details	Responsible
All	-	Inform Trust about WRES results	<ul style="list-style-type: none"> <li>• Inform BAME Networks</li> <li>• Inform Trust Board/WOD</li> <li>• Inform Divisions</li> <li>• Inform Staff</li> <li>• Inform Staffside</li> </ul>	EDI Lead Chief People Officer EDI Lead/HRBP's Communications/HR Chief People Officer
5,6,8	1	Tackle bullying and harassment of and by staff and support staff to respectfully and successfully challenge problem behaviours.	<ul style="list-style-type: none"> <li>• Continue to promote 'Freedom to Speak Up' to all staff</li> <li>• Continue to encourage the take up of roles such as the Freedom to Speak Up Champion from our cohort of BAME staff</li> <li>• Continue to train leaders and managers to understand the impact and signs of bullying and harassment, as part of the leadership programme</li> <li>• Support the implementation of the revised Bullying and Harassment Policy, now named Respect at Work</li> </ul>	Director of Workforce and OD FTSU Guardian / Lia Lead/ Network Chair  L&D and OD Team  EDI Lead and HRBP's/HRA's

All including metric 3	4	Further develop the BAME Network	<ul style="list-style-type: none"> <li>Continue to support the ongoing running of the network; ensure members are given time off to attend; promote and communicate the key areas of work to the rest of the organisation; encourage new membership; ensure Board level profile</li> <li>Review the terms of reference and ensure it is up to date with current changes</li> </ul>	<p>EDI Lead Involvement from HRD, Deputy HRD and HRBP's</p> <p>EDI Lead/ Network Chair</p>
All including 9	3&5	Promote and support inclusive leadership at all levels of the Trust	<ul style="list-style-type: none"> <li>Evaluate and continue to develop the inclusive leader module of the Trust leadership programme.</li> </ul>	L&D and OD Team
1,2,9	3	Ensure that all recruitment interview processes are bias free	<ul style="list-style-type: none"> <li>Scope the potential of recruiting and training cultural ambassadors to support the interview selection process.</li> <li>Regularly monitor retention of BAME staff, reasons for leaving and exit interviews and take appropriate action to improve retention figures</li> <li>Ensure all recruitment panel chairs have taken part in the Trust Recruitment and Selection Training, which includes unconscious bias</li> </ul>	<p>EDI Lead</p> <p>Recruitment Manager</p> <p>EDI Lead and HRBP's/HRA's</p> <p>Recruitment Manager / L&amp;D Team</p>

7&4	2	<p>Engage in local and national Initiatives to support and promote career development and leadership opportunities for BAME staff</p> <p>Address and put steps in place to increase the number of BAME staff in senior roles/board level</p>	<ul style="list-style-type: none"> <li>• Continue to promote 'Stepping Up' (Bands 5-7) and 'Ready Now' (Band 8a or clinical equivalent) NHS Leadership Programmes</li> <li>• Continue to run the Merseyside Reciprocal Mentoring Programme</li> <li>• Ensure promotion opportunities for BAME staff are accessible and relevant support is in place</li> </ul>	<p>Chief People Officer</p> <p>EDI Lead and OD Team</p> <p>EDI Lead / HR Director</p>
1	3	<p>Work with local HEIs to increase the diversity of students training with us</p>	<ul style="list-style-type: none"> <li>• Agree a plan with HEIs to bring a diverse number of students to the hospital that reflect our communities</li> </ul>	<p>Chief People Officer/ EDI Lead</p> <p>Chief Nurse</p>
1	3	<p>Work with local partners to promote Alder Hey as an employer and improve access to employment opportunities</p>	<ul style="list-style-type: none"> <li>• Identify all local community groups and work with them to understand their local and cultural needs and to promote opportunities for training, recruitment, placements etc.</li> <li>• Continue working in partnership with local communities, schools, HEI's to let them know of the opportunities available in the Trust via Careers Fairs.</li> <li>• To continue working with local senior schools to support BTEC Health and Social Care Programmes.</li> <li>• Use the networks we already have to get referrals from</li> </ul>	<p>EDI Lead</p> <p>Recruitment Manager</p> <p>Vocational Placement Officer</p> <p>EDI Lead</p> <p>Network Chair/ members</p>



			existing BAME staff on a regular basis	
1	3	Support BAME people into work	<ul style="list-style-type: none"> <li>• Ensure our apprenticeship scheme is one of our key drivers in employment of staff from diverse and minority backgrounds</li> <li>• Continue with the pre-employment programme, with a particular focus on attracting people from BAME backgrounds, by working with local BAME networks and advertising widely and sharing appropriately</li> </ul>	<p>Apprenticeship Manager</p> <p>EDI Lead and Recruitment Manager</p>
1	2	Give new BAME starters a reason to stay	<ul style="list-style-type: none"> <li>• Review induction processes, and ensure we promote an inclusive and culturally sensitive organisation.</li> <li>• Understand from BAME staff what it's like to work here at Alder Hey</li> </ul>	<p>L&amp;D Manager</p> <p>EDI Lead / Networks</p>
1	3	Include diversity in the Alder Hey Branding	<ul style="list-style-type: none"> <li>• Continue to review of all of our marketing and communications collateral to ensure it reflects a diverse workforce, families and patients and local area.</li> </ul>	<p>Communications/EDI Lead</p>