



NHS Workforce Race Equality Standard (WRES) Report

April 2020 – March 2021



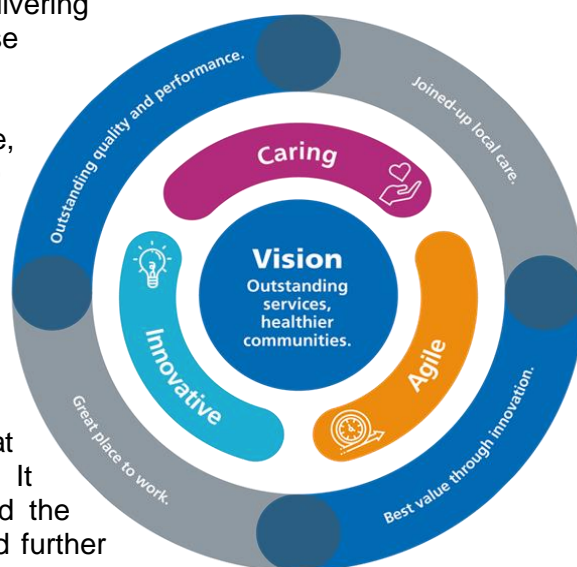
Introduction

Hertfordshire Community NHS Trust is committed to delivering services that are responsive to and fully meet the diverse needs of our communities, patients and service users.

In line with our Great Place to Work strategic objective, we aspire to be a Trust that celebrates difference and to create a culture of inclusion, valuing the unique contribution of all our staff.

This report sets out key information covering the period April 2020 to March 2021. It includes detailed information on our Black, Asian and Minority Ethnic (BAME) workforce during this period to help us understand the trends and patterns of inequality, so that we are able to mitigate them in a systematic manner. It also covers the progress we have made to date and the actions we plan to take to address identified gaps and further promote diversity and inclusion within our organisation.

The actions set out in this report have been developed with our BAME Network Chair and members, with additional input from our wider BAME workforce.



NHS Workforce Race Equality Standard (WRES)

The national NHS Workforce Race Equality Standard (WRES), which was introduced in 2015, is designed to improve the representation and experience of Black, Asian and Minority Ethnic (BAME) staff at all levels of the organisation. Nine indicators make up the WRES, split across workforce data, the national NHS Staff Survey results and Trust Board composition, as follows:

1. Percentage of staff in each of the NHS pay bands 1-9, plus those on Medical & Dental and Very Senior Managers contracts (including Executive Board members) compared with the percentage of staff in the overall workforce
2. Relative likelihood of staff being appointed from shortlisting across all posts
3. Relative likelihood of staff entering the formal disciplinary process
4. Relative likelihood of staff accessing non-mandatory training and CPD
5. Percentage staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months (from NHS Annual Staff Survey)
6. Percentage staff experiencing harassment, bullying or abuse from staff in the last 12 months (from NHS Annual Staff Survey)
7. Percentage staff believing that the organisation provides equal opportunities for career progression or promotion (from NHS Annual Staff Survey)
8. Percentage staff having personally experienced discrimination at work from manager, team leader, or other colleague in the last 12 months (from NHS Annual Staff Survey)
9. Percentage difference between the organisations' Board voting membership and its overall workforce

Our Progress To Date

BAME Network

Our BAME (Black, Asian and Minority Ethnic) staff network, which we launched in August 2019, has further developed in its profile and influence over the last year, under its Chair Tinu Fakoya. The group now has its own executive committee to help drive the diversity and inclusion agenda in the Trust. The network is important to promote inclusion and help give our BAME staff a stronger voice in the organisation, including acting as a focus group to give views on Trust actions and developments. Through these sessions, our staff can discuss their experience of working in the NHS and support each other on the issues they face. The network has also celebrated multi-cultural events such as Black History Month and Diwali.

The network is supplemented by regular virtual staff meetings with a Board Non-Executive Director and the Associate Director of People to which all BAME staff are invited. The purpose of these meetings is for senior leaders to hear the voice of BAME colleagues, understand what the issues are and agree action to address them.

Anti-Racism

The Trust is committed to taking an anti-racist stance and the Board recognised the Black Lives Matter campaign by issuing a statement committing to stand with our BAME staff and communities against racism. More recently, discussions have taken place condemning the racist abuse suffered by England footballers following the final of the Euro 2020 football tournament.

Reciprocal Mentoring Scheme

Over the last year we have further extended our Reciprocal Mentoring Scheme, which aims to help senior managers to learn and see issues from the perspective of others. The scheme has been piloted with Executive Team members, who have been paired primarily with BAME mentors. Training for both mentors and mentees was provided and monthly mentoring meetings have taken place. The plan is now to roll out a reciprocal/developmental mentoring scheme more widely. This feeds into the Trust's talent management approach to allow us to identify and grow a more inclusive talent pool.

Inclusion and Compassionate Leadership

Inclusion has been a main theme of our leadership development over the year. A Trust Board development session was held in September 2020, with a specific focus on diversity and inclusion. Board members were challenged to think about their own learning on equalities through the Black Lives Matter movement and Covid-19 period, as well as looking at Trust progress and priorities for action. This was followed up with a further Board development session on inclusion in November.

We held our first virtual Leadership Conference in October, with the themes of inclusion, compassionate leadership and positive conversations. Excellent feedback was received on the event and this has been further built on with a series of shorter leadership development events over subsequent months.

Development Opportunities

The Trust introduced two new talent development programmes – our *Talent 3-5* programme and our *Talent 6-7- Realising Your Potential* programme over the last year, specifically targeting and prioritising under-represented groups.

In addition, we have continued to promote national leadership and management programmes for BAME staff run by NHS Leadership Academy (such as the *Ready Now* and *Stepping Up* programme) and have supported BAME colleagues to participate in well-regarded wider leadership programmes, such as the Mary Seacole.

Fair Recruitment Processes

The Trust has an e-recruitment system which removes personal information (including name) to help avoid discrimination through the recruitment process. Training in fair recruitment practices, including unconscious bias, is in place and at least one member of each recruitment panel is required to have been trained. The BAME Network Chair sits on the Stakeholder Panels for Board level roles and we have now trained a group of BAME Network volunteers to sit on the interview panels for other senior roles, with a formal process for this under development.

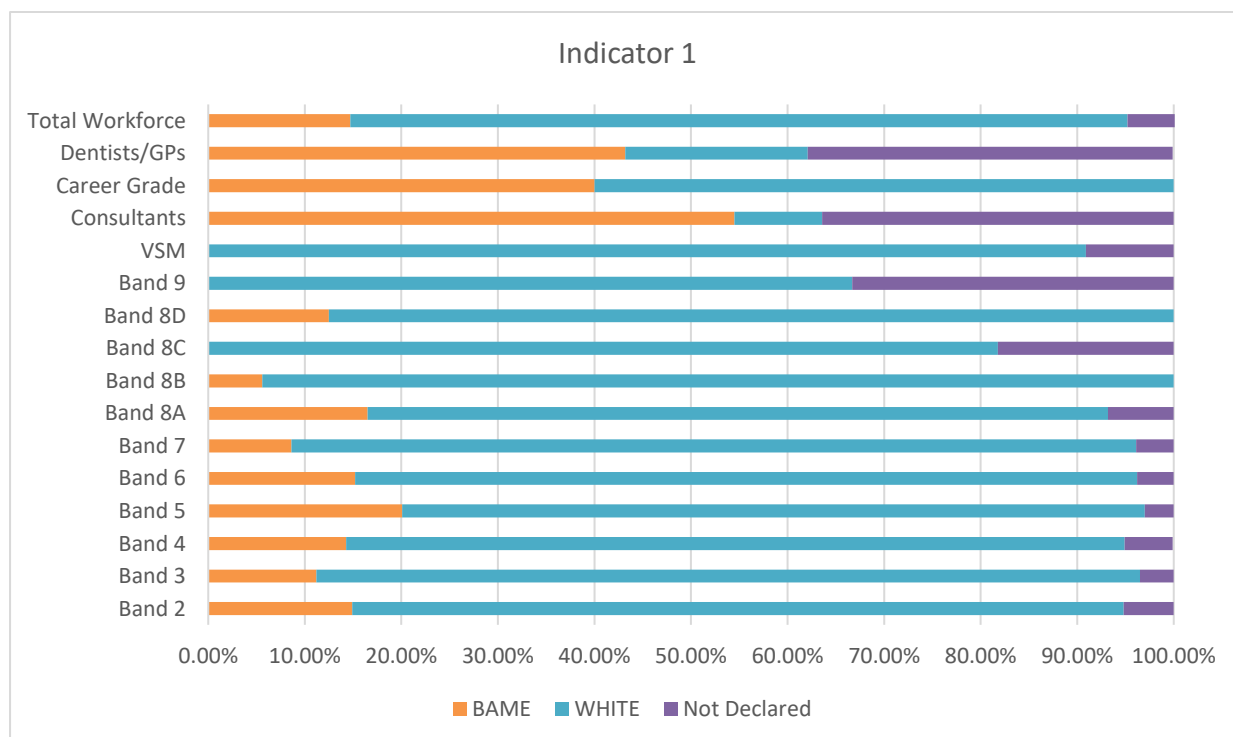
Work with System Partners

In addition to the work that has been taking place within the Trust, we have been actively working with our partners across the Herts and West Essex Integrated Care System to address issues impacting on our BAME workforce. This has resulted in developments such as the introduction of an ICS BAME support line and monthly BAME Network Chairs' meetings, as well as joint working on the development of a programme of unconscious bias and cultural awareness training for all staff and webinars to raise awareness of the issues facing BAME colleagues.

Our Results Against the Nine WRES Indicators

Indicator 1 - Percentage of staff in each of the AfC Bands 1-9, Medical and Dental and VSM (Executive Directors) compared with the percentage of staff in the overall workforce

This indicator shows a relatively positive position, with the highest proportions of BAME staff in medical and dental staff groups as well as Band 5, 6 and 8a. Overall, the Trust employs a similar proportion of staff from BME backgrounds as is present in the local population.



Indicator 1	BAME		WHITE		Not Declared		Total Workforce	
Band 2	23	14.9%	123	79.9%	8	5.2%	154	7.2%
Band 3	29	11.2%	221	85.3%	9	3.5%	259	12.1%
Band 4	37	14.3%	208	80.6%	13	5.0%	258	12.1%
Band 5	60	20.1%	230	76.9%	9	3.0%	299	14.0%
Band 6	88	15.2%	470	81.0%	22	3.8%	580	27.1%
Band 7	31	8.6%	316	87.5%	14	3.9%	361	16.9%
Band 8A	17	16.5%	79	76.7%	7	6.8%	103	4.8%
Band 8B	2	5.6%	34	94.4%	0	0.0%	36	1.7%
Band 8C	0	0.0%	9	81.8%	2	18.2%	11	0.5%
Band 8D	1	12.5%	7	87.5%	0	0.0%	8	0.4%
Band 9	0	0.0%	2	66.7%	1	33.3%	3	0.1%
VSM	0	0.0%	10	90.9%	1	9.1%	11	0.5%
Consultants	6	54.5%	1	9.1%	4	36.4%	11	0.5%
Non-Consultant Career Grade	4	40.0%	6	60.0%	0	0.0%	10	0.5%
Other Medical (Dentists/GPs)	16	43.2%	7	18.9%	14	37.8%	37	1.7%
Total Workforce	314	14.7%	1723	80.5%	104	4.9%	2141	100.0%

Indicator 2 - Relative likelihood of staff being appointed from shortlisting across all posts

Applicants from a white background are more likely to be appointed after shortlisting than applicants from a BAME background and the gap has slightly increased since last year. In 2018 the relative likelihood of a white person being appointed was 1.94, in 2019 this improved to 1.78 and in 2020 this improved again to 1.44. The below results for this year equate to a slightly increased relative likelihood of **1.53**. A completely equal likelihood would be 1.00.

Indicator 2	BAME	WHITE	Not Declared	Total Workforce
Relative Likelihood of Appointment from Shortlisting	18.6%	28.5%	52.1%	26.9%

Indicator 3 - Relative likelihood of staff entering the formal disciplinary process

Applying the criteria for this indicator, BAME staff are more likely to enter formal disciplinary proceedings than their white colleagues. However, this figure has improved compared with the two previous years – having halved from 6.86 in 2019 to 3.11 in 2020, now at **1.83** this year (2021). Most issues are resolved through informal processes and there were also fewer cases than normal during the pandemic, so only 4.5 formal disciplinary procedures took place per year during the two-year monitoring period. This means that one case has a significant impact on the figures. Work has been done over the last year to agree a revised Disciplinary Policy, with a checklist which is reviewed by a member of the BAME Network to help avoid unconscious bias.

Indicator 3	BAME	WHITE	Not Declared	Total Workforce
Likelihood of Staff entering the Formal Disciplinary Process	0.3%	0.17%	0.5%	0.19%

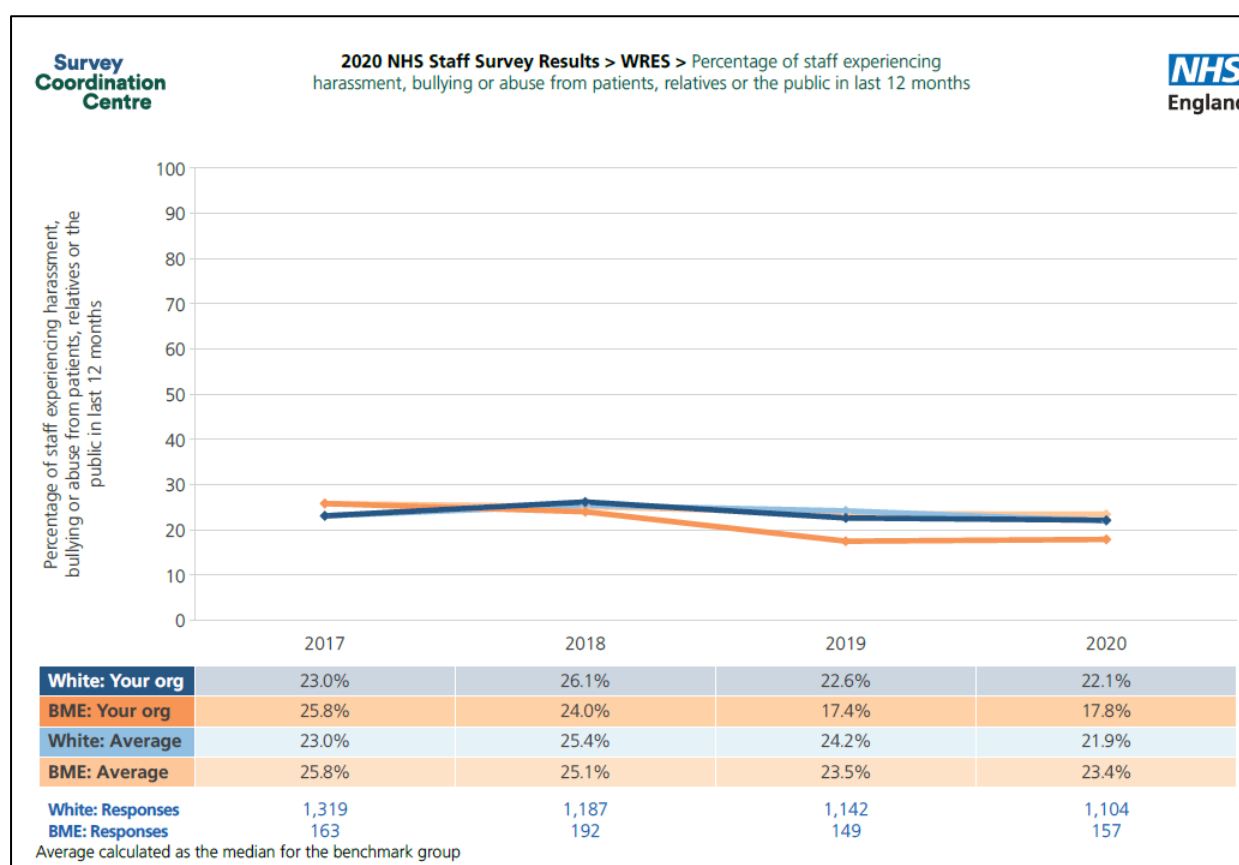
Indicator 4 - Relative likelihood of staff accessing non-mandatory training and CPD

Overall, training rates this year are lower than previous years, as fewer programmes ran during the pandemic. A higher percentage of BAME staff have accessed non-mandatory training than white staff, which is consistent with the results from 2020. The relative likelihood of white and BAME staff accessing training has remained stable and equal over the last 4 years as follows: 2018 = 0.93, 2019 = 1.04, 2020 = 0.93 and 2021 = **0.94**

Indicator 4	BAME	WHITE	Not Declared	Total Workforce
Likelihood of Staff Accessing Non-Mandatory Training	53.2%	49.85%	46.2%	50.2%

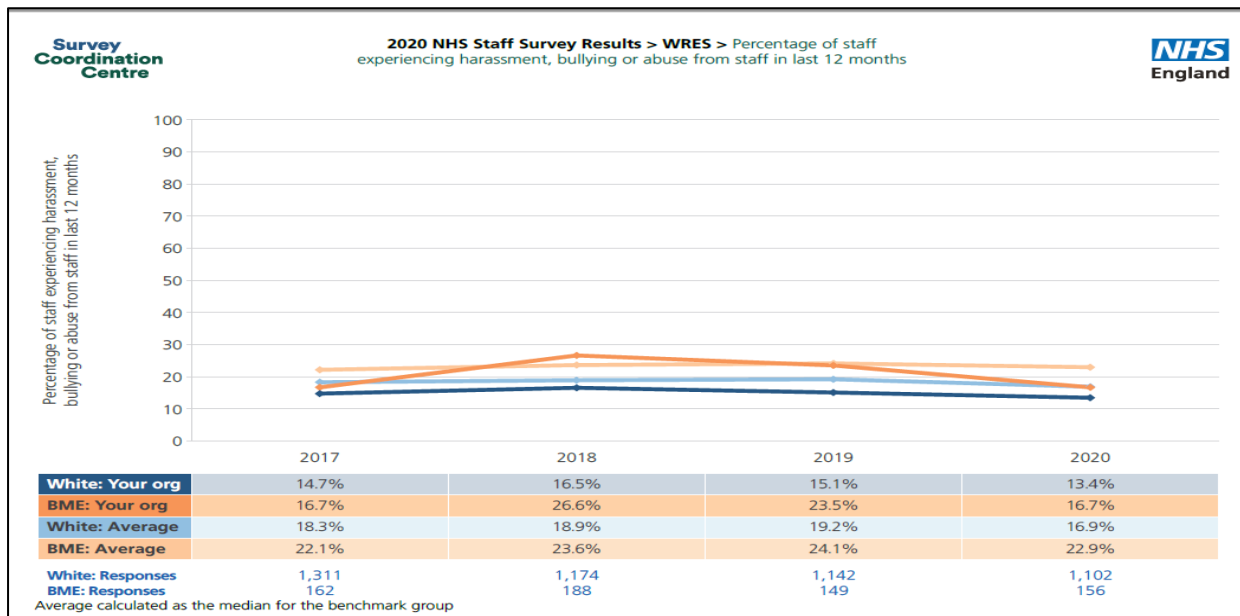
Indicator 5 - Percentage staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months (from NHS Annual Staff Survey)

Having seen a significant improvement in scores between the 2018 and 2019 staff surveys, this has stabilised this year. Interestingly a lower proportion of BAME staff said that they had experienced harassment or abuse than white staff. Our scores remained significantly better than the Community Trust average.



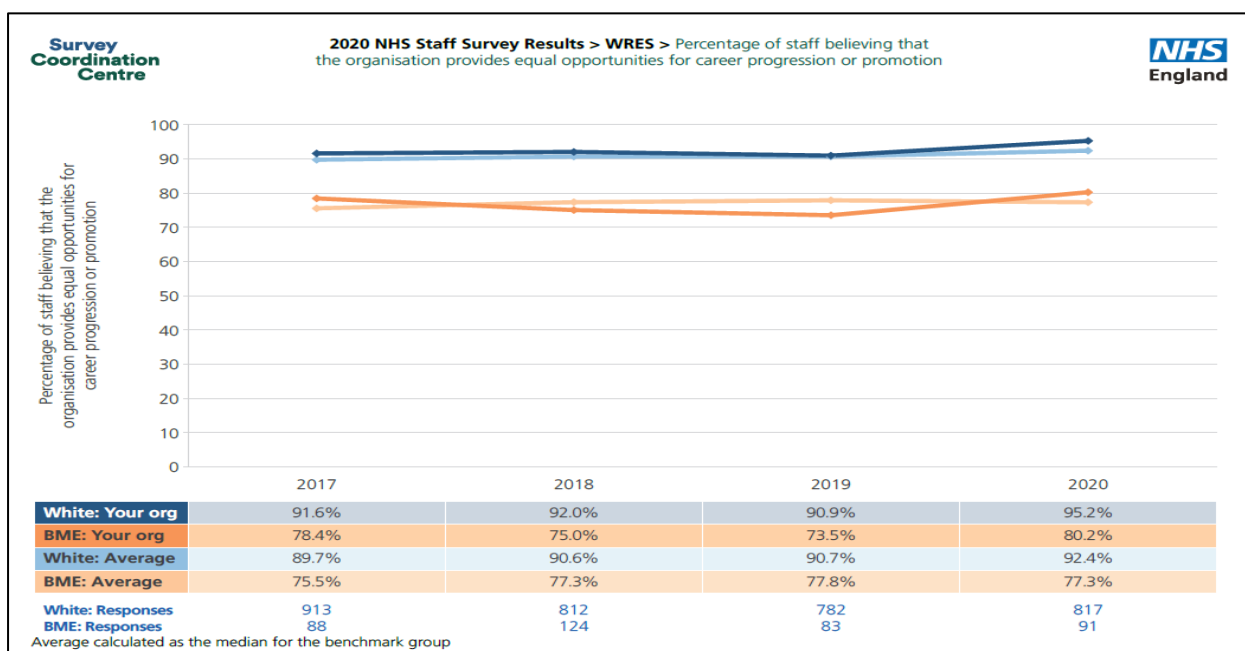
Indicator 6 - Percentage staff experiencing harassment, bullying or abuse from staff in the last 12 months (from NHS Annual Staff Survey)

We saw a significant improvement in our scores against this question in 2020 compared with 2019, particularly for BAME staff. Nevertheless, a higher proportion of BAME staff said that they had experienced bullying or harassment from other staff, than our white staff had. Our scores were also much better than the Community Trust average.



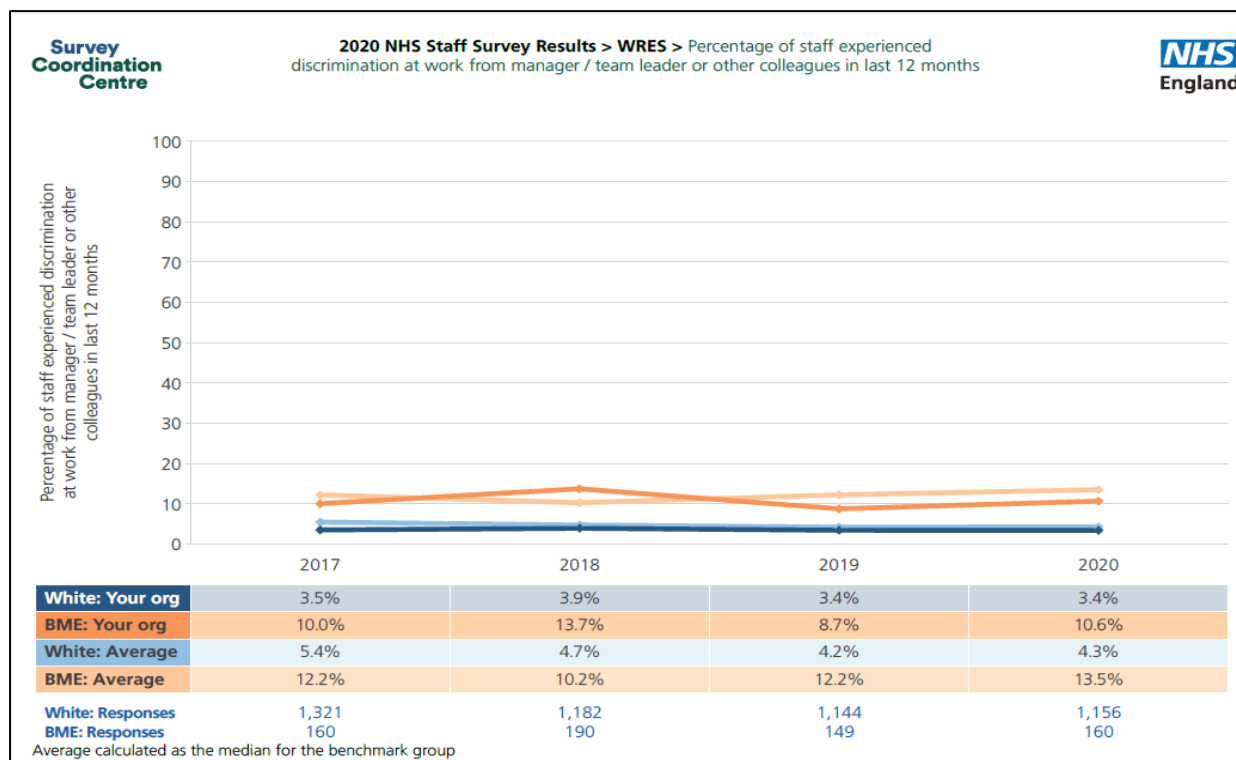
Indicator 7 - Percentage staff believing that the organisation provides equal opportunities for career progression or promotion (from NHS Annual Staff Survey)

As in previous years, a higher proportion of our white staff (95%) believe the Trust has equal opportunities for career progression than their BAME colleagues (80%), although both scores have improved compared with last year. We are again above the average for Community Trusts.



Indicator 8 - Percentage staff having personally experienced discrimination at work from manager, team leader, or other colleague in the last 12 months (from NHS Annual Staff Survey)

The percentage of BAME staff reporting they have experienced discrimination from managers is higher than white colleagues and this has also deteriorated compared with the much-improved position last year. However, our score is better than the Community Trust average.



Indicator 9 - Percentage difference between the organisations' Board voting membership and its overall workforce

At March 2021, there were no BAME voting members of the Board. However, following a robust recruitment process, the Trust is pleased to have now successfully appointed a new Non-Executive Director and a new Associate Non-Executive Director, both from BAME backgrounds, who started in July 2021. These new appointments will help bring some highly welcomed diversity to Board decision making and help challenge and drive this important agenda.

Indicator 9	BAME	WHITE	Not Declared
Voting Board Members – % by Ethnicity	0.0%	87.5%	12.5%
Overall Workforce - % by Ethnicity	14.7%	80.5%	4.9%

Our Planned Actions for the Coming Year

Our planned actions for 2021/2022, drawn up in conjunction with our BAME Network Chair and Trust BAME colleagues, include:

Action	Lead	Date	Outcome
To implement a Trust Shadow Board targeting under-represented groups to provide development and more diversity to Trust decision-making	TF	Nov 2021	Shadow Board in place and making an impact on decision-making.
To develop and launch a Trust Anti-Racism Framework and Statement.	TF/ ARy	Dec 2021	Confirm and embed the Trust's position as anti-racist
To introduce Inclusion Champions in the Trust, who will work within teams to ensure all voices are heard.	TF	Nov 2021	All staff feel able to speak up.
To implement BAME representatives on Band 8 recruitment panels to promote equal access to senior posts for BAME colleagues.	TF	Nov 2021	Better representation of BAME staff at senior grades
To review and identify other initiatives to support the recruitment and promotion of people in under-represented groups.	TF/ DC	March 2022	Trust's workforce is representative of the local population at all levels.
To provide all staff with access to unconscious bias and cultural awareness training.	TF/ JT	Dec 2021	All levels of staff offered training
To address the development of under-represented groups explicitly within Trust Talent Management processes to ensure they are supported and build their confidence.	TF/SL	March 2022	Under-represented groups are developed in readiness for next steps.
To implement a new development programme at Band 8a/b for BAME colleagues and others with protected characteristics.	TF/ JT	March 2022	Programme running with good proportion of BAME participants.
To identify at least 2 BAME colleagues at Band 8a/b to be actively developed to apply for the Accelerated Director Development Programme (ADDs) by 2023.	ARy	Dec 2021	Improved representation at senior grades and career progression
To implement a programme of reciprocal/developmental mentoring for BAME colleagues to support them to progress.	TF/ ARy	Dec 2021	Under-represented groups are developed in readiness for next steps.
To embed new disciplinary and capability checklists to help ensure there is no unconscious bias in the application of these policies.	TF	March 2022	All staff are treated equally in the application of procedures.
To review data for internal promotion by ethnic background and publicise the results, putting action in place as required.	TF/ LN	March 2022	Improvement in the perception about career progression.
To create a range of career resources to enable staff to understand the pathways for progression.	JT/ TF	March 2022	Access for all staff to promotion opportunities

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Tinu Fakoya – Acting Diversity and Inclusion Lead/BAME Network Chair
Laura Neligan – Head of Workforce Systems

July 2021