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The Shrewsbury and
Telford Hospital
NHS Trust

NHS Workforce Race Equality Standard (WRES)

ANNUAL REPORT 2021

Introduction

The WRES is a set of specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of our black, Asian and minority ethnic (BAME) and White staff. NHS trusts use the metrics data to develop and publish an action plan. Year on year comparison enables trusts to demonstrate progress against the indicators of race equality.

This report is produced from the SaTH data returns submitted from the Trust ESR data in March 2021 and from the 2020 Staff Survey. It is produced in a nationally mandated format as submitted to NHS England and covers data and reported experience from 2020-21.

The WRES demonstrates our clear commitment in developing the SaTH to be an exemplar employer and in supporting the UK Government's aims of increasing representation in the workplace to ensure employees from Black, Asian and minority ethnic backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

Executive summary

We are committed to developing our Equality, Diversity and Inclusion, (EDI) work programme and have seen a positive impact of introducing a dedicated EDI Lead role into the Trust in March 2020. We recognise that there has been much to, and we have a clear focus on embedding EDI across the Trust by improving our staff engagement, confidence and trust. Our EDI Strategy outlines our Equality Objectives and priorities and has enabled the Trust to develop a robust work programme.

The disproportionate impact of Covid-19 on front line workers and patients nationally, has focussed our commitment to ensure we improve our understanding of, and response to, addressing racial disparity within our organisation. We are working across the Integrated Care System (ICS), to develop a more cohesive and collaborative approach to the broader EDI agenda, with a priority on addressing racial inequalities across Shropshire, Telford & Wrekin and Powys.

This disproportionate death rate is also reflected in the general population in the UK where it has been found that after taking into account age, measures of self-reported health and disability, and other socio-demographic characteristics, black and people of Bangladeshi and Pakistani origin were still almost twice as likely as white people to die a Covid-19-related death.

We are also aware of the impact of international and national issues on our Workforce. The murder of George Floyd in America and the Black Lives Matter Movement have exposed the racial tensions that exist globally. We at SaTH, stand firmly against racism and will continue to show our commitment to addressing all forms of discrimination.

We want SaTH to be a workplace where staff feel a sense of belonging and are encouraged to bring their whole self to work, without fear or feeling unsafe or unsupported. This is in line with our People Strategy and the NHS People Plan. Our commitment to a 'Just Culture', will ensure a better and more positive experience for our patients and public.

We have introduced Unconscious Bias Workshops for all staff to attend. These workshops have provided a 'safe space' for staff to learn, share and self-reflect, in order to gain a better understanding of personal bias's and how to ensure that they do not impact colleagues and patients. Greater self-awareness will enable staff to ensure they are role modelling the SaTH values and behaviours - **"Partnering, Ambitious, Caring, and Trusted."**

At SaTH, we do not tolerate any form of discrimination or harassment from colleagues, patients or the public and will ensure that our staff feel confident and have appropriate support to report any issues. We have also invested in our 'Freedom To Speak Up' support, and we have seen an increase of staff raising their concerns and a more robust response from management to address these.

Summary of our performance against the WRES Metrics

Metric 1 Workforce Representation

Our workforce demographic is changing year on year. Our workforce representation is now at 16% (13% in 2020, 11% in 2019).

Metric 2 Relative likelihood of BAME staff compared to White staff being appointed from shortlisting across all posts

We have seen an improvement in our shortlisting and final offer for BAME applicants. When shortlisting the recruiting manager does not see any personal identifiable data to stop unintentional bias. We have rolled out our revised Safer Recruitment training for all recruitment managers and this includes Unconscious Bias awareness.

Metric 3 Relative likelihood of BAME staff compared to White staff entering the formal disciplinary process, as measured by entry into the formal procedure.

These figures show a consistent reduction from the 2016 data of BAME staff being over 4 times more likely to enter the formal disciplinary process than white staff The Trust has taken steps to avoid formal processes wherever possible and is committed to a restorative approach.

Summary of our performance against the WRES Metrics Cont.

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

Almost all non-statutory training was paused for 2020/21 due to Covid-19, and some training that did take place, may not have been recorded as we prioritised mandatory training recording. We will now work to restore this training and develop targeted communication to encourage take up.

Metric 5 Staff Survey feedback: Summary

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months has decreased from 30.6% to 23.5%

Percentage of staff experiencing harassment and bullying or abuse from staff in the last 12 months has decreased from 35.5 %to 31.9%

Percentage of staff who believe the organisations offers equal opportunities for career progression and promotion has decreased from 70.6% to 67.1%

Percentage of staff who faced discrimination from manager/team leader and other colleagues in the last 12 months has gone up from 15.5% to 20.2%

Progress on our 2020 commitment

The action plan was developed and monitored by our Race Equality & Inclusion Network. The network offers a place for staff to come together, share experiences and facilitate learning and development. This is very much a network for 'Allyship' where all staff are encouraged to support and help progress our work on race equality.

We are proud to have launched our Cultural Ambassadors programme in September 2021, with a focus on improving workforce representation further. They will support our Recruitment and On-Boarding teams to review our processes and attraction work, which is Amber currently in the table below, as well as being involved in recruitment panels for Band 8 and above roles at SaTH.

Objective	Intention	Responsibility	By
Develop the new BAME staff network and seek Chair/Co-Chair from within the network Ensuring members feel supported and encouraged to participate Develop a robust communications and marketing plan for the networks and encourage Active Allies	To increase staff voice and engagement from key staff groups	Equality Diversity & Inclusion Lead	Dec 2020
Review Staff survey findings for Harassment and bullying by staff colleagues	Improve on figures 2019 35% 2018 25.3%	Equality Diversity & Inclusion Lead & FTSU Lead	Jan 2021
Conduct confidential survey and Listening Events of BAME staff in conjunction with (FTSU) Guardians	To increase staff voice and engagement from key staff groups	Head of Employee Relations	Mar 2021
Embed the Cultural Calendar develop a programme of events to mark: <ul style="list-style-type: none"> • Holocaust Memorial Day • South Asian History Month • Gypsy and Traveller Month • Black History Month 	To create an inclusive workplace, valuing diversity and creating a sense of belonging	Equality, Diversity & Inclusion Lead & Communications Lead	Mar 2021
Introduce a BAME Development Programme Cultural Ambassador Programme	To support career development and progression and develop organisational learning	Head of Workforce Transformation and OD and Workforce Equality Lead	Oct 2021
Develop Positive Action recruitment activity such as: <ul style="list-style-type: none"> • Targeted media and publicity campaigns • Improve representation in publicity and marketing materials • Develop positive case studies of existing employees 	To increase representation in the Trust of underrepresented groups	Head of Recruitment & Equality Diversity & Inclusion Lead	Mar 2021
Review Implement Diversity elements of Leadership Academy and Manager Training and include Unconscious Training and Cultural Competence	To ensure our managers and Leaders are skilled and trained in diversity management	Head of Workforce Transformation and OD and Workforce Equality Lead	Mar 2021

Conclusion and next steps

We recognise that the WRES is just one of the tools we have to progress our Equality Duty and to demonstrate our commitment to address racial disparity and discrimination.

We are developing support and guidance for managers to enable them to better support staff and to give them the appropriate skills and tools to challenge poor behaviour and become active bystanders. We have introduced Masterclasses on Inclusive and compassionate leadership and are working with Show Racism the Red Card, to develop learning for all staff.

To improve our representation further and within the senior appointment, we have drafted high impact recruitment actions in response to the recent West Midlands Regional Race Equality and Inclusion strategy.

The draft action plan, (Appendix 2), has been developed in partnership with our Race Equality & Inclusion staff network. Upon approval, the progress and performance will be measured and monitored via our Operational People Group, chaired by our Director of People and OD.

Appendix 1 WRES metrics report

Metric 1 Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including executive board members) compared with the percentage of staff in the overall workforce.

Indicator	Data Item	Measure	2020		2021				
			White Verified figures	BME Verified figures	Ethnicity Unknown Verified figures	White Verified figures	BME Verified figures	Ethnicity Unknown Verified figures	
Percentage of staff in each of the AfC Bands 1-9 or MEDical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce	1a) Non Clinical workforce								
	1	0	0	0	0	0	0	0	
	2	Band 1	Headcount	25	3	0	22	2	0
	3	Band 2	Headcount	532	39	0	543	50	1
	4	Band 3	Headcount	257	12	1	289	13	2
	5	Band 4	Headcount	297	8	3	314	9	4
	6	Band 5	Headcount	135	2	0	147	1	1
	7	Band 6	Headcount	80	1	0	87	3	0
	8	Band 7	Headcount	75	3	0	85	4	0
	9	Band 8a	Headcount	44	4	0	53	4	1
	10	Band 8b	Headcount	26	0	0	28	0	0
	11	Band 8c	Headcount	14	2	0	14	2	0
	12	Band 8d	Headcount	10	0	0	10	0	0
	13	Band 8d	Headcount	2	1	0	4	1	0
	14	VSM	Headcount	17	2	1	17	1	1
	1b) Clinical workforce of which Non-medical								
	15	Under Band 1	Headcount	0	0	0	0	0	0
	16	Band 1	Headcount	0	0	0	0	0	0
	17	Band 2	Headcount	1032	94	6	1072	98	1
	18	Band 3	Headcount	304	88	10	305	27	2
	19	Band 4	Headcount	112	11	0	147	18	4
	20	Band 5	Headcount	784	175	18	763	345	1
	21	Band 6	Headcount	855	57	15	870	74	0
	22	Band 7	Headcount	446	22	5	467	29	0
	23	Band 8a	Headcount	113	4	2	120	5	1
	24	Band 8b	Headcount	36	3	0	37	3	0
	25	Band 8c	Headcount	12	0	1	14	0	0
	26	Band 8d	Headcount	5	0	0	3	0	0
	27	Band 8d	Headcount	1	1	0	2	1	0
	28	VSM	Headcount	3	0	0	2	0	1
	Of which Medical & Dental								
	29	Consultants	Headcount	166	102	5	168	117	2
	30	of which Senior medical manager							
31	Non-consultant career grade	Headcount	43	130	5	42	141	6	
32	Trainee grades	Headcount	71	126	2	64	121	10	
33	Other	Headcount	0	0	0	0	0	0	

Metric 2 Relative likelihood of BAME staff compared to White staff being appointed from shortlisting across all posts.

Data source: Trust's recruitment data

	Relative likelihood in 2020	Relative likelihood in 2021
Relative likelihood of White staff being appointed from shortlisting compared to BAME staff	1.61	0.82

Metric 3 Relative likelihood of BAME staff compared to White staff entering the formal disciplinary process, as measured by entry into the formal procedure.

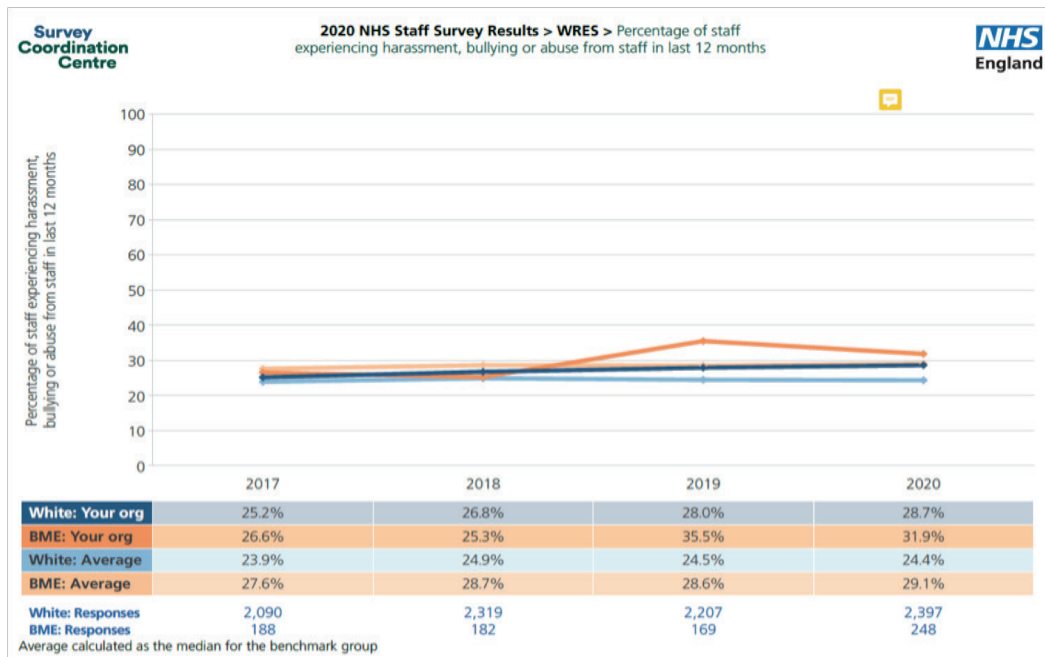
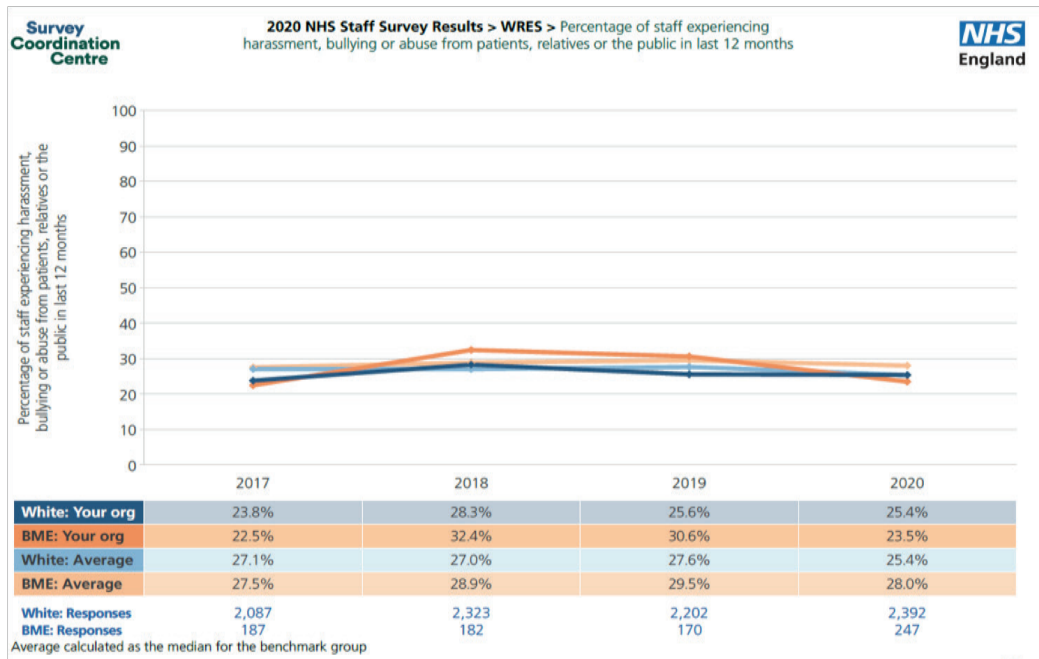
	Relative likelihood in 2020	Relative likelihood in 2021
Relative likelihood of BAME staff entering formal capability process compared to White staff	1.07	0.67

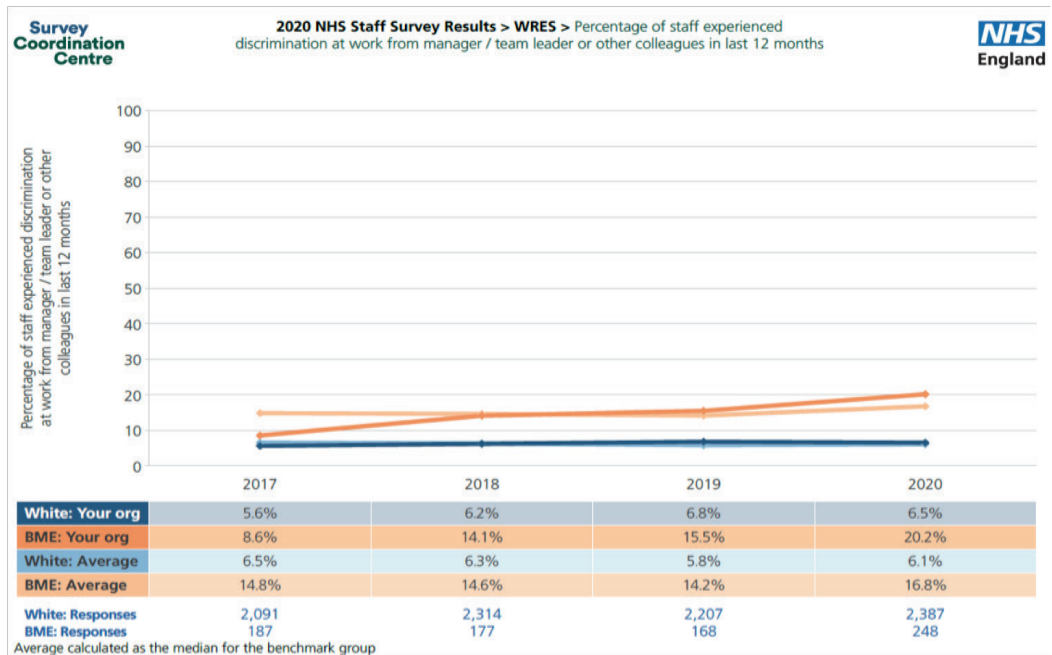
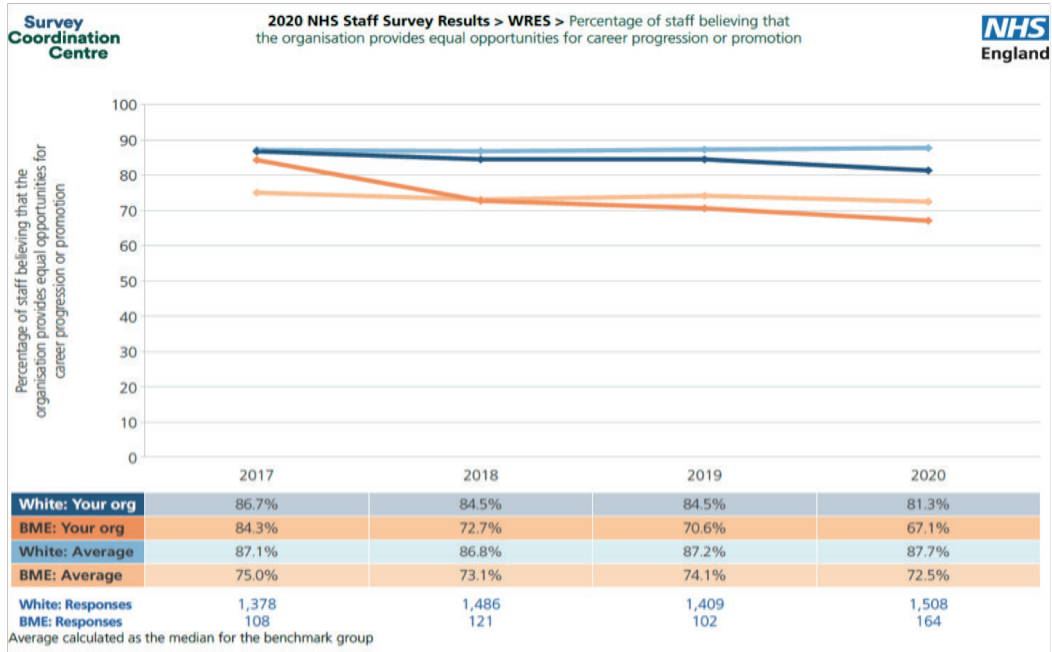
Metric 4 Relative likelihood of staff accessing non-mandatory training and CPD

	Relative likelihood in 2020	Relative likelihood in 2021
Relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff	1.74	2.62

Metrics 5 - 8

(Data source: Questions 14, 11, 5, 28b, NHS Staff Survey)





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

Data source: NHS ESR and/or trust's local data)

<p>Percentage difference between the organisations' Board voting membership and its overall workforce.</p> <p>Note: Only voting members of the Board should be included when considering this indicator.</p>	46	Total Board members	Headcount	15	2	1	14	1	1
	47	of which: Voting Board	Headcount	14	1	1	11	0	1
	48	Non Voting Board members	Auto calculated	1	1	0	3	1	0
	49	Total Board members	Auto	15	2	1	14	1	1
	50	of which: Exec Board members	Auto calculated	7	2	0	8	1	0
	51	Non Executive Board members	Auto calculated	8	0	1	6	0	1
	52	Number of staff in overall workforce	Auto calculated	5497	890	74	5689	1069	87
	53	Total Board members - % by Ethnicity	Auto calculated	83.3%	11.1%	5.6%	87.5%	6.3%	6.3%
	54	Voting Board member - % by Ethnicity	Auto calculated	87.5%	6.3%	6.3%	91.7%	0.0%	8.3%
	55	Non Voting Board member - % by Ethnicity	Auto calculated	50.0%	50.0%	0.0%	75.0%	25.0%	0.0%
	56	Executive Board members - % by Ethnicity	Auto calculated	77.8%	22.2%	0.0%	88.9%	11.1%	0.0%
	57	Non Executive Board member - % by Ethnicity	Auto calculated	88.9%	0.0%	11.1%	85.7%	0.0%	14.3%
	58	Overall workforce - % by	Auto	85.1%	13.8%	1.1%	83.1%	15.6%	1.3%
	59	Difference (Total Board - Overall workforce)	Auto calculated	-1.7%	-2.7%	-4.4%	-4.4%	-9.4%	5.0%

figures are automatically calculated on the WRES template and show a decline in BAME Board representation.

APPENDIX 2 WRES action plan 2020/21

WRES Action Plan 2020-2021

Outcome	Responsibility/Action	Measure	By
To create an inclusive workplace, valuing diversity and creating a sense of belonging	<p>Director of People and OD to agree a 'Pledge' of Zero Tolerance' to be signed off at Trust Board</p> <p>Hd EDI and Hd Patient Experience to review and refresh existing policy</p> <p>HRBPs and Divisional/Corporate Leads to develop local plans based on staff survey feedback to address discrimination and prejudicial behaviours - supported by Hd OD, Leadership and Culture</p> <p>Communications Teams to develop materials for circulation</p> <p>Health and Wellbeing team to incorporate this into Wednesday Walkabout programme</p>	<p>Decreased % of staff who faced discrimination from manager/team leader and other colleagues</p> <p>2020 20.2%</p> <p>2019 15.5%</p> <p>2022 15%</p>	Nov 2021
Visible leadership and engagement from Trust Board Champion	Trust Board to select Disability Champion to support the Network and provide Exec support	6 monthly briefing to Trust Board by Network Chair and Exec Champion	Dec 2021
To increase staff voice and engagement from key staff groups	<p>Director of People to agree protected time for Chair and budget to support the network to thrive</p> <p>Communications team to work with Network Chair and develop a robust communications and marketing plan and encourage Active Allies</p>	<p>Dedicated staff network time will enable to Chair to develop and communicate a detailed programme of work</p> <p>Increased membership and engagement leading to higher staff survey satisfaction EDI scores</p>	Dec 2021- Feb 2022
Race Equality & Inclusion Network to establish an integrated plan with ICS BAME Staff Network	HD EDI to working with ICS BAME network to strengthen resource and support to promote racial equality by sharing good practice and developing a programme of events and activity.	<p>Increased resource across the ICS</p> <p>Quarterly events to promote racial equality</p>	Feb 2022
Improved staff survey response of % of staff who believe the organisations offers equal opportunities for career progression and promotion	Assistant Director Education, Learning to: develop/commission targeted programmes such as Reverse/Reciprocal mentoring increase uptake of national /regional BAME leadership programmes	<p>Improve on figures</p> <p>2020 67.1%</p> <p>2019 70.6%</p> <p>2021 72%</p>	Mar 2022
Improved Cultural Competence	<p>Hd EDI to evaluate the Cultural Ambassadors Programme and continue to expand the programme'</p> <p>Hd Recruitment, Resourcing and On-Barding to develop Positive Action recruitment activity, including;</p> <ul style="list-style-type: none"> targeted media and publicity campaigns Improve representation in publicity and marketing materials develop positive case studies of existing employees 		Mar 2022