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NHS
The Shrewsbury and
Telford Hospital
NHS Trust

NHS **Workforce Race Equality Standard** (WRES)

Annual Report 2022

Introduction

The WRES is a set of specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of our Black, and Minority Ethnic (BME) 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 (The Shrewsbury & Telford Hospital NHS Trust) data returns submitted from the Trust ESR (Electronic Staff Record) data in March 2022 and from the 2021 Staff Survey, it is produced in a nationally mandated format as submitted to NHS England and covers data and reported experience from 2021-22.

The WRES (Workforce Race Equality Standard), demonstrates our clear commitment in developing SaTH to be an exemplar employer and to supporting the UK Government's aims of increasing representation in the workplace to ensure employees from Black, and Minority Ethnic backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

Executive summary

We are committed to continue developing our Equality, Diversity and Inclusion, (EDI) work programme and have seen a positive impact with new investment into the Team since May 2022. We recognise that there is much more to do, and we have a clear focus on creating a real sense of belonging and trust for our people and patients cross the Trust by improving engagement and awareness.

Our EDI Strategy outlines our Equality Objectives and priorities and has enabled the Trust to develop a robust work programme. It also aligns to 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.

Our workforce demographic continues to change with increases in overall numbers of people from an ethnic background, however this now needs to feed through to better representation in supervisory and management grades. As a responsible employer, we want to support and enable our staff to be the best they can be at work and have a great work experience.

Summary of our performance against the WRES Metrics 2021/22

Metric 1 Workforce Representation

Percentage of staff in each of the AfC (Agenda for Change) Bands 1-9 and VSM (Very Senior Managers), (including Board members) compared with the percentage of staff in the overall workforce

From a position of 11% in 2019 of our workforce declaring their ethnicity as BME this has now increased to 19%. While this is positive it is notable from the data, we are not seeing increased representation at band 7 and above with only 5% identifying as BME.

WRES Indicator 1: Pay bands	White	BME
2021	5689	1069
2022	5685	1317

Indicator	Data Item		Measure	2021			2022		
				White	BME	Ethnicity Unknown	White	BME	Ethnicity Unknown
		Indicator 1a – Non-Clinical Workforce							
	1	Under Band 1	0	0	0	0	2	0	0
	2	Band 1	Headcount	22	2	0	15	2	0
	3	Band 2	Headcount	543	50	1	532	59	4
	4	Band 3	Headcount	289	13	2	314	9	0
	5	Band 4	Headcount	314	9	4	292	9	1
	6	Band 5	Headcount	147	1	1	170	4	2
	7	Band 6	Headcount	87	3	0	100	5	0
	8	Band 7	Headcount	85	4	0	77	3	0
	9	Band 8a	Headcount	53	4	1	67	4	0
	10	Band 8b	Headcount	28	0	0	32	0	0
	11	Band 8c	Headcount	14	2	0	20	2	0
	12	Band 8d	Headcount	10	0	0	8	0	0
	13	Band 8d	Headcount	4	1	0	5	1	0
	14	VSM	Headcount	17	1	1	11	1	1
Percentage of staff in each of the AfC Band 1–9 or Medical and Dental subgroups and VSM (including executive Board Members) compared with the percentage of staff in the overall workforce		**1b) Clinical workforce** of which Non-medical							
	15	Under Band 1	Headcount	0	0	0	3	0	0
	16	Band 1	Headcount	0	0	0	0	0	0
	17	Band 2	Headcount	1072	98	9	1056	100	9
	18	Band 3	Headcount	305	27	9	313	72	7
	19	Band 4	Headcount	147	18	1	158	15	0
	20	Band 5	Headcount	763	345	17	686	491	12
	21	Band 6	Headcount	870	74	14	867	103	12
	22	Band 7	Headcount	467	29	8	468	27	10
	23	Band 8a	Headcount	120	5	1	125	6	0
	24	Band 8b	Headcount	37	3	0	45	5	0
	25	Band 8c	Headcount	14	0	0	13	0	0
	26	Band 8d	Headcount	3	0	0	2	0	0
	27	Band 8d	Headcount	2	1	0	2	1	0
	28	VSM	Headcount	2	0	0	3	0	0
		Indicator 1 – Medical and Dental Consultants							
	29	Medical & Dental Consultants	Headcount	168	117	2	169	119	2
	30	Of which Senior Medical Manager		0	0	0	0	0	0
	31	Non-consultant career grade	Headcount	42	141	6	47	162	4
	32	Trainee grades	Headcount	64	121	10	83	117	11
	33	Other	Headcount	0	0	0	0	0	0

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

Data source: Trust's recruitment data

	Relative likelihood 2021	Relative likelihood in 2022
Relative likelihood of White staff being appointed from shortlisting compared to BME staff	0.82	1.06

Data source: Trust's recruitment data

WRES Indicator 1: Pay bands	BME shortlisted	BME appointed	%	White shortlisted	White appointed	%
2020	765	143	18.69%	3345	1009	30.16%
2021	1026	381	37.13%	3555	1083	30.46%
2022	1490	496	33.29%	5236	1819	34.74%

This year we have seen a decline in the relative likelihood of BME staff being appointed from shortlisting, compared to White staff.

We will continue to work towards addressing equality and equity within the recruitment process. We have continued to roll out our revised Safer Recruitment training for all recruitment managers, which includes information on how Unconscious Bias can impact upon recruitment and selection. Our application process involves all short listers not having access to any personal identifiable data to prevent unintentional bias.

During the year we have also used a series of different approaches to attract individuals to apply for roles at our Trust. These have included 'Open days', attendance at Careers Events within the local community, working in conjunction with the Job Centre, as well as social media.

Due to Covid we unfortunately have not been able to roll out our Cultural Ambassador role within the recruitment process, however, we are now taking action to relaunch the programme. We are also in the process of reviewing the wording within our job descriptions and adverts, to ensure that we are using inclusive language.

Metric 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation

	Relative likelihood 2021	Relative likelihood in 2022
Relative likelihood of BME staff entering the formal disciplinary process compared to White staff	0.67	1.44

Comparison Data source:

WRES Indicator 3: Formal disciplinary proceedings	BME workforce overall	BME formal disciplinary proceedings	%	White workforce overall	White formal disciplinary proceedings	%
2020	890	1	0.11%	5504	14	0.25%
2021	1069	1	0.09%	5689	8	0.14%
2022	1317	4	0.30%	5685	12	0.21%

These figures show an increase on the previous year. The trust has embraced the Just Culture and Human Factor approach, but this data is clearly an area of concern for us and one which will be prioritised. Our EDI team continue to work in partnership with our People Advisory service, FTSU, Managers and staff to share lived experiences and impact throughout our continuous improvement journey.

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

	Relative likelihood 2021	Relative likelihood in 2022
Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff	2.26	4

Comparison Data source:

WRES Indicator 4: Non-mandatory training uptake	BME workforce overall	BME non-mandatory training uptake	%	White workforce overall	White non-mandatory training uptake	%
2020	890	187	21.01%	5504	2007	36.46%
2021	1069	6	0.56%	5689	86	1.51%
2022	1317	11	0.84%	5685	214	3.76%

This is a huge concern for us, as personal development is a prerequisite for BME staff to be able to gain promotion, however it is worth noting that non mandatory uptake of training during 2020-2022 has been impacted for all staff due to responding to the COVID pandemic.

Metric 5 – 8 Staff Survey feedback: Summary

(Data source: Questions 14, 11, 5, 28b, The source is the NHS Staff Survey Coordination centre and the reason for number of responses change is colleagues can choose to skip questions and are not required to complete all questions to progress through to the next one**).**

The percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months has increased from 23.5% to 31.3%.
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. Our EDI team work closely with our FTSU Guardians to ensure action is taken and staff have a safe environment to raise any concerns they may have.

Survey Coordination Centre

2021 NHS Staff Survey Results > WRES **> Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months**

NHS

Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months
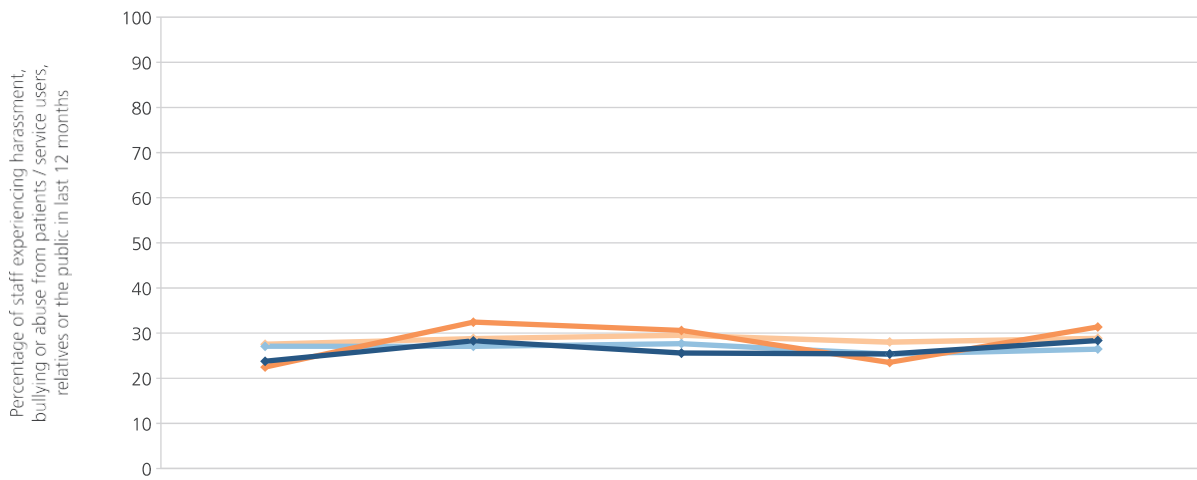
	2017	2018	2019	2020	2021
White: Your org	23.8%	28.3%	25.6%	25.4%	28.4%
BME: Your org	22.5%	32.4%	30.6%	23.5%	31.3%
White: Average	27.1%	27.1%	27.7%	25.4%	26.5%
BME: Average	27.5%	28.8%	29.5%	28.0%	28.8%
White: Responses	2,087	2,323	2,202	2,392	2,564
BME: Responses	187	182	170	247	386

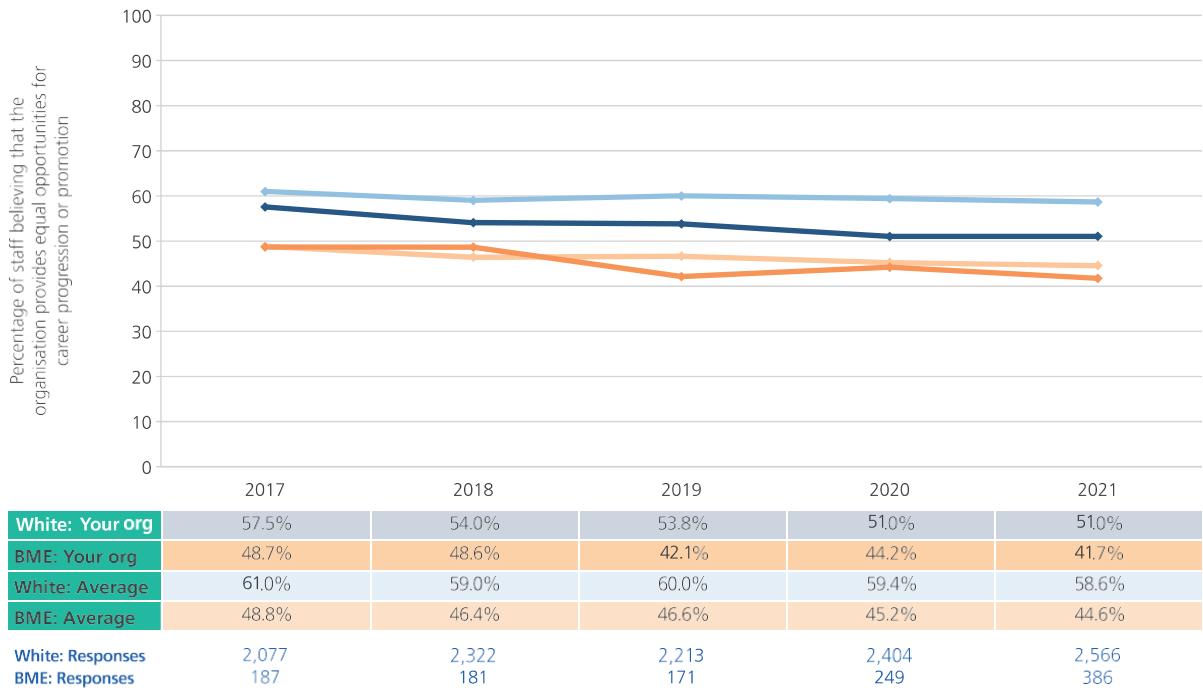Average calculated as the median for the benchmark group

The percentage of staff who believe the organisations offers equal opportunities for career progression and promotion has decreased from 44.2 % to 41.7%.

We have launched our leadership development programmes and throughout 2022 have continued to improve this offer. It is disappointing to see this decreasing and we will continue to ensure our programmes are inclusive and accessible for all and to support progression for all.

Survey Coordination Centre

2021 NHS Staff Survey Results > WRES **> Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion**

NHS

	2017	2018	2019	2020	2021
White: Your org	57.5%	54.0%	53.8%	51.0%	51.0%
BME: Your org	48.7%	48.6%	42.1%	44.2%	41.7%
White: Average	61.0%	59.0%	60.0%	59.4%	58.6%
BME: Average	48.8%	46.4%	46.6%	45.2%	44.6%
White: Responses	2,077	2,322	2,213	2,404	2,566
BME: Responses	187	181	171	249	386

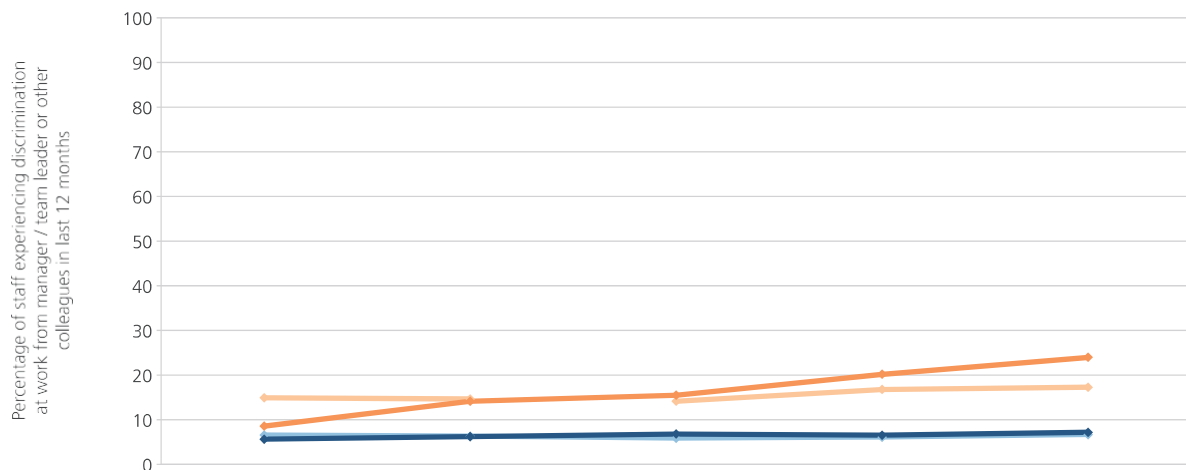Average calculated as the median for the benchmark group

The percentage of staff who faced discrimination from manager/team leader and other colleagues in the last 12 months has gone up from 20.2% to 24.0%.

In 2022 we have launched an EDI training package working with our ICS, giving easy access for staff to join these training modules. These training modules provide a 'safe space' for staff to learn, share and self-reflect, to better gain an 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", giving a better understanding of how these values can be transferred into their working day.

Survey Coordination Centre

2021 NHS Staff Survey Results > WRES > **Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months**

NHS

Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months

	2017	2018	2019	2020	2021
White: Your org	5.6%	6.2%	6.8%	6.5%	7.2%
BME: Your org	8.6%	14.1%	15.5%	20.2%	24.0%
White: Average	6.6%	6.3%	5.9%	6.1%	6.7%
BME: Average	14.9%	14.6%	14.1%	16.8%	17.3%
White: Responses	2,091	2,314	2,207	2,387	2,560
BME: Responses	187	177	168	248	384

Average calculated as the median for the benchmark group

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

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

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

Note: only voting members of the Board should be included when considering this indicator.

Intention	2022		
	White	BME	Ethnicity Unknown / Null
Total Board members	14	1	1
of which: Voting Board members	11	0	1
Non-voting Board members	3	1	0
Exec Board members	8	1	0
Non-exec Board members	6	0	1
Number of staff in workforce	5685	1317	75
Total Board Members – % by Ethnicity	87.50%	6.30%	6.30%
Voting Board Members – % by Ethnicity	91.70%	0	8.30%
Non-voting Board Members – % by Ethnicity	75%	25%	0%
Executive Board Members – % by Ethnicity	88.90%	11.10%	0%
Non-executive Board Members – % by Ethnicity	85.70%	0%	14.30%
Overall Workforce – % by Ethnicity	80.30%	18.60%	1.10%
Difference (Total board – Overall workforce)	7.20%	-12.40%	5.20%

Figures are automatically calculated on the WRES template and show a decline in BME Board representation.

Summary WRES and Staff Survey metrics

Areas we have seen improvements for BME staff

- Overall workforce representation

Areas for more focus and improvement for BME staff

- Appointment to roles across all posts
- Formal disciplinary processes and entry into such processes
- Accessing non-mandatory training and CPD
- Staff experiencing harassment, bullying or abuse from patients, relatives, the public, or colleagues
- Equal opportunities for career progression and promotion
- Staff who faced discrimination from manager/team leader
- Representation in Senior and board level roles

Progress against WRES Action Plan 2021-2022

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 senior roles at SaTH.

	Objective	Intention	Responsibility	By	Progress
1	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**	Group - chaired by our Medical Director to track progress
2	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**	EDI and FTSU team working together on Anti Racism Plan. Civility Respect & Inclusion programme developed
3	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**	On-going continuous listening events and FTSU and EDI working together on Anti Racism Plan

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	Objective	Intention	Responsibility	By	Progress
4	Embed the Cultural Calendar to develop a programme of events to mark: • Holocaust Memorial Day • South Asian History Month • Gypsy and Traveller Month • Black History Month	To increase staff voice and engagement from key staff groups	To increase staff voice and engagement from key staff groups	**Mar 2021**	Events Calendar created and communicated to staff. EDI Team working with ICS on upcoming events to ensure there are events throughout the year
5	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**	Working with our ICS partners we have established a EDI Training package/ programme for our staff. In 2022 we have also launched our Galvanise reverse mentoring programme.
6	Develop Positive Action recruitment activity such as: • 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**	EDI and Recruitment working together on recruitment project, updating the current processes and paperwork
7	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**	Additional Training modules and masterclasses created for leaders

Conclusion

We recognise that the WRES data is just one of the indicators that we use in connection with 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 agents for change. We have been and will continue to work with our ICS partners in producing training modules and programmes to ensure our staff have the latest EDI training opportunities open to them all.

Our Race Equality & Inclusion Network works with our members to establish safe platforms/ environments for our staff to come and share their stories with us. Our Executive Sponsor supports the network. We have also improved our governance processes internally which we will continue to embed throughout 2022.

The Introduction of the EDI events calendar has ensured there are celebrations throughout the year, for different cultures and beliefs. We are working closely with our ICS partners to ensure staff engagement and promote a wider community involvement.

During 2022 we have seen more investment into the EDI team and this has seen an increase in staff engaging with our network. Staff have shared they feel organisation is listening and is proactive in its approach in tackling some of the inequalities patients and staff are facing, however the WRES data shows we have much more to do.

In line with our People Strategy, People Promise and Trust Values, we will continue to partner with and listen to our staff. We want to enable our staff to be the best they can be at work by encouraging communication and action to demonstrate that their voices count.

Appendix One – WRES Action Plan 2022/23

Action	Measure	Review	Responsible Officer	EDS 2 alignment
Continue to develop our Trust board and senior leadership as E D I Champions/ Embed and support our leaders to achieve the Senior leader objectives and targets on EDI, including board members.	WRES Metric 1-9	Annually	People & OD Director	Inclusive Leadership
Continue to support our staff network to develop; review the purpose and align with executive mentoring to ensure our people are supported to speak up and feel heard	WRES Metric 4-8	Annually	People & OD Director	A represented and supported workforce
Engender a culture where staff feel a real sense of belonging and allyship. Review HWB, reward and recognition workstreams to ensure we support education and inclusive programmes	WRES Metric 1-9	Bi Annually	People & OD Director	Inclusive Leadership

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Action	Measure	Review	Responsible Officer	EDS 2 alignment
Culturally enrich our organisation by reflecting the diverse communities we serve- Improve disability representation across all roles including band 7 and above	WRES Metrics 1-2 & 9	Bi Annual	People & OD Director	Improve patient access and experience
Review and evaluate our inclusive leadership development and set direction for talent management to embed the approach and increase representation at band 7 and above	WRES metric 1-2, 4, 7 & 9	Bi annual	People & OD Director	Inclusive Leadership
Enrich our Organisational development offer, so staff are informed and empowered, and people experience for all is improved	WRES metric 4-8	Bi annual	People & OD Director	A represented and supported workforce Inclusive Leadership