

Workforce Race Equality Standard (WRES)

Annual Report 2022/23

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Introduction

We are committed to building a workforce which is valued and whose diversity reflects the communities we serve, enabling us as a Trust to deliver the best healthcare to those communities.

The WRES report enables the Trust to publish data on the employment experiences of our ethnically diverse staff compared to our white staff. As we continue to develop and deliver our Trust People Plan, it is vital that we foster and grow a culture of inclusion and belonging.

There are a total of nine indicators that make up the WRES, split across workforce data, National NHS Staff Survey and Trust Board Representation. These are designed to help us track our progress in tackling inequalities in the workplace.

Our 2023 WRES results demonstrate improvements in several of the indicator areas. Despite these improvements we know that some of the metric areas require further focus to improve the experience of our ethnically diverse staff.

During 2022/23 the Trust has undertaken a number of actions to reduce inequality and develop an inclusive culture for our current and future workforce, who are from different ethnic backgrounds.

Our report highlights areas of progress and areas where improvement is still required. Our action plan has been updated for 2023/24 and can be accessed at Appendix 1 of this report.

Throughout this report you will see the abbreviations BME used. The preferred term ethnically diverse rather than BME has been agreed by our staff Workforce Race Equality Network. However, the WRES data return and national reports refer to BME staff and white staff, so for consistency's sake we continue to use the term BME in this report. The term BME in the context of the WRES refers to any staff that identify as being an ethnicity group other than "White".

In September 2023 the national WRES team provided a tailored report to each NHS organisation, based on their 2023 WRES data return. This report provided a deeper analysis of trends for each of the indicators, and a comparison of our metrics against national benchmark data. The report suggested that our organisational priority for action should be on the following areas.

- Indicator 1: Career progression to more senior roles for ethnically diverse staff in roles at band 5 and below.
- Indicator 7: Belief that the trust provides equal opportunities for career progression.
- Indicator 5: Harassment, bullying or abuse from patients, relatives or the public in the last 12 months against BME staff.

This analysis has informed our priorities and actions for 2023/24 detailed within Appendix 1 of this report.

WRES Data 2022/23

Metric 1

Percentage of staff in Agenda for Change 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.

The 2023 data shows that 21.4% of our workforce (excluding bank) are from an ethnic minority background. An increase of 1.4% when compared to 2022. This is in line with the current 2021 Census figures for Leeds which identifies that 21% of the population are from an ethnic minority background.

“Relative Likelihood” WRES Metrics Two, Three and Four

The following three metrics indicate the likelihood of ethnically diverse (BME) candidates being appointed from shortlisting, staff entering a formal disciplinary process and staff accessing non-mandatory training. A figure of 1.0 suggests an equal position, however the calculation of this data can be affected by small numbers.

Metric 2

WRES Metric	Metric Description	2022 Score	2023 Score	Benchmark
2	Relative likelihood of white staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting across all posts.	2.18	1.46	1.81

Overall, there were 587 white applicants and 257 BME applicants appointed following shortlisting. This resulted in white job applicants being 1.46 times more likely to be appointed from shortlisting than BME job applicants. Although this was a significant improvement against last year, it still demonstrates that white staff are more likely to be appointed than BME staff.

Metric 3

WRES Metric	Metric Description	2022 Score	2023 Score	Benchmark
3	Relative likelihood of BME staff entering the formal disciplinary process, compared to that of white staff entering the formal disciplinary process.	0.33	0.32	1.02

The data in table 3 shows that the likelihood of BME staff entering a formal disciplinary process is lower than that of white staff.

Metric 4

WRES Metric	Metric Description	2022 Score	2023 Score	Benchmark
4	Relative likelihood of white staff accessing non-mandatory training and continuing professional development (CPD) compared to BME staff.	0.83	0.93	1.09

Access to non-mandatory training and CPD is now almost equal for the whole workforce regardless of ethnicity. During 2022/23, 42.3% of white staff accessed non-mandatory training or CPD compared to 45.6% of BME staff.

NHS National Staff Survey Metrics

WRES metrics five, six, seven and eight are taken from the annual NHS staff experience survey. In this 2023 WRES report the 2022 staff survey results are referred to and are part of our 2023 WRES return.

Metric 5

WRES Metric	Metric Description		2021 Score	2022 Score	Benchmark
5	Percentage of BME staff compared to white staff experiencing harassment, bullying or abuse from patients, service users, their relatives or the public in the last 12 months.	BME	38.0%	36.0%	31.0%
		White	25.0%	26.0%	25.0%

Based on the staff survey results from 2022 which gained feedback from 187 BME staff, the data in table 5 indicates that 36.0% of BME staff have experienced harassment, bullying or abuse from patients, services users, their relatives or the public. Although there has been a slight reduction in the percentage of BME staff saying that they have experienced bullying and harassment from service users, this figure is 5.0% above the benchmark and is 10.0% higher than the experience of white staff.

Metric 6

WRES Metric	Metric Description		2021 Score	2022 Score	Benchmark
6	Percentage of BME staff compared to white staff experiencing harassment, bullying or abuse from staff in the last 12 months.	BME	23.0%	22.0%	23.0%
		White	17.0%	16.0%	17.0%

Based on the staff survey results from 2022 which gained feedback from 187 BME staff, the data in table 6 indicates that 22.0% of BME staff experienced harassment, bullying and abuse from other staff, which is a decrease of 1.0% from 2021. Although this is below the benchmark figure by 1% the figure is 6% higher than the experience of white staff.

Metric 7

WRES Metric	Metric Description		2021 Score	2022 Score	Benchmark
7	Percentage of BME staff compared to white staff believing that the Trust provides equal opportunities for career progression or promotion.	BME	43.0%	42.0%	50.0%
		White	59.0%	62.0%	62.0%

Based on the staff survey results from 2022 which gained feedback from 188 BME staff the data in table 7 indicates that 42.0% of BME staff believe the Trust provides equal opportunities for career progression or promotion, which is a decrease of 1.0% since 2021. This is 20.0% lower than the experience of white staff and is a continuing area of focus.

Metric 8

WRES Metric	Metric Description		2021 Score	2022 Score	Benchmark
8	Percentage of BME staff compared to white staff experiencing harassment, bullying or abuse from their manager/team leader or colleagues in the last 12 months.	BME	14.0%	12.0%	14.0%
		White	6.0%	5.0%	6.0%

Based on the staff survey results from 2022 which gained feedback from 186 BME staff, the data in table 8 demonstrates that 12.0% of BME staff have personally experienced discrimination at work from either their manager, team leader or colleagues in comparison to 5.0% of white staff.

Board Representation

Metric 9

WRES Metric	Metric Description		2022 Score	2023 Score
9	Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:	Voting Membership	19.9% (-)	21.9% (-)

Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:	Executive Membership	19.9% (-)	21.9% (-)
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The data in table 9 identifies the difference between BME representation on the Trust Board and in the workforce.

WRES Progress in 2022/23

The following table provides details of progress and updates against the actions within our 2022 WRES action plan.

Theme 1; Representation, Recruitment and Retention- WRES Indicators 1,2 and 9		
Action	Status Update October 2023	Status
Evaluate the impact of recruitment cultural inclusion ambassadors, to advise and constructively challenge within recruitment processes and to influence wider culture change.	Evaluation completed with positive impact identified. Plans are in place to expand the number of cultural inclusion ambassadors in 2024.	Completed
Review recruitment policy and process. Revise recruitment panel training content and process in line with this review. Ensuring sufficient focus on unconscious bias and the responsibility of panel chairs and EDI competency.	Recruitment policy and process has been reviewed. Revised values-based and inclusive recruitment panel training and process developed in conjunction with EDI team and key stakeholders including service user representatives.	Completed
Include representative workforce focus in annual workforce planning data packs and discussions.	EDI continues to be a focus within workforce planning data packs and meetings with care services.	Complete
Complete analysis of WRES career progression disparity ratio data and review how we present this to show progress, including how to define and report trajectories.	Initial analysis of WRES career progression disparity data undertaken. Review and defining and reporting trajectories will be integrated within revised EDI reporting processes in 2024.	In progress
Theme 2; Leadership, Learning and Development- WRES Indicators 2 and 4		
Action	Status Update October 2023	Status
Commence delivery of year 2 Reciprocal Mentoring (RM) programme to give managers greater insights into the experience of diverse (including ethnic minority) colleagues and to support inclusive leadership development of all participants.	Year 2 reciprocal mentoring programme delivery completed.	Completed

Develop and commence delivery year 2 EDI communications and engagement campaign for 2023 with our Workforce Race Equality Network (WREN) and our services.	Communications and engagement plan implemented, and each campaign evaluated. Events and activity have been promoted widely to ensure all staff are informed and able to get involved in celebrating important diversity and inclusion days.	Completed
Deliver staff network chair development support, to enhance the development of our race equality staff network and delivery of annual plans aligned to our WRES and People Plan ambitions.	Support and development processes implemented and ongoing. The profile and membership of the Trust's Workforce Race Equality Network (WREN) has increased, and support provided to develop work plans aligned to Trust strategic EDI objectives and regional and national ambitions.	Completed
Continue to promote opportunities for training, continuous professional development (CPD) and work-based learning, from West Yorkshire and Harrogate System, regional, and national programmes, through internal promotion/communications.	Workshops, events and programmes actively promoted as they become available. Examples include leadership development programmes for staff and development programmes for our staff network chairs.	Completed
Theme 3; People Experience- WRES Indicators 5,6,7 and 8		
Action	Status Update October 2023	
Evaluate and review impact and lessons learned from the application of the revised Disciplinary Policy to ensure the working practice is going well.	Twelve- month review completed, following the introduction of the revised procedure based on early resolution and Just and Learning Culture methodology. The process involves a decision-making checklist in line with "A Model Employer" strategy. We are working on restorative practice solutions for all cases.	Completed
Establish, train and develop cultural inclusion ambassadors to advise and constructively challenge within disciplinary decision-making processes and to influence wider culture change.	There are 10 cultural inclusion ambassadors trained and actively participating in disciplinary decision-making groups.	Completed
Review hate crime reporting and support pilot.	Review completed and a hate crime reporting pilot working with forensic wards and the West Yorkshire Police commenced in July 2022 to inform the reporting and support processes.	Completed

	<p>The evaluation and learning are being used to inform the development of Trust-wide policy and approach. Improvement areas include the introduction of specific hate crime reporting fields within the Trust's incident management and reporting system Datix, in September 2023.</p>	
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Workforce Race Equality Standard (WRES) Action Plan October 2023- September 2024

Introduction

We are committed to building a workforce which is valued and whose diversity reflects the communities we serve, enabling as Trust to deliver the best healthcare to those communities.

There are a total of nine indicators that make up the WRES, split across workforce data, National NHS Staff Survey and Trust Board Representation. These are designed to help us track our progress in tackling inequalities in the workplace.

Our 2023 WRES results demonstrate improvements in several of the indicator areas. Despite these improvements we know that some of the metric areas require further focus.

The following action plan has been developed to reflect targeted focus, with the aim of bringing about positive change across the Trust in terms of race equality. In developing this action plan, consideration has been taken regarding related equality activity taking place at national, regional and place base level and our Trusts [LYPFT People Plan 2021-2024](#).

The Trust's Workforce Race Equality Network (WREN) has been involved in the development of this action plan, which is grouped into three key themes to reflect the areas where the data is showing us, we need to focus attention.

The Trust's WREN staff network will adopt this action plan as a basis for their work programme and will play a key role in monitoring and influencing the actions going forward. To support the delivery and success of this action plan, progress will be reported quarterly via our Equality and Diversity Group. Regular progress updates will also be provided to the Trust Workforce Committee and assurance provided to the Board bi-annually.

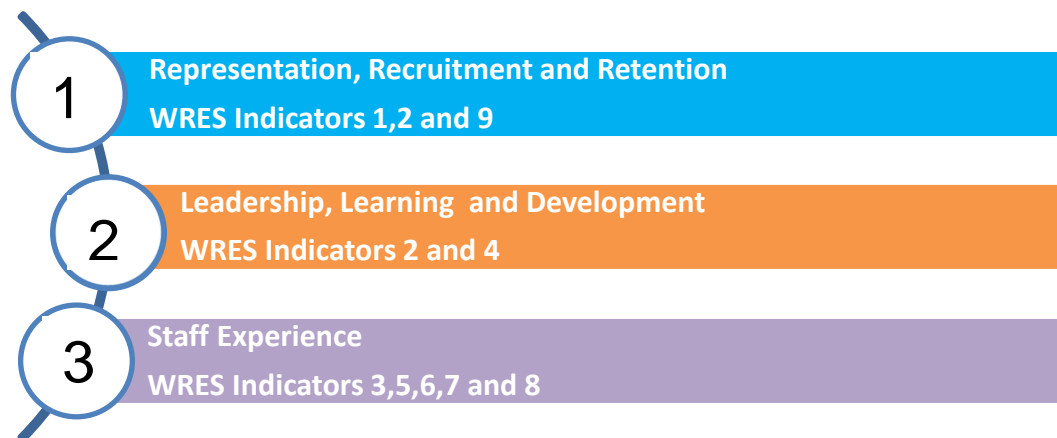
This action plan is a living document and will be further refined over the next 12 months to integrate what we learn about the impact of our interventions. The action plan includes actions that we are currently in the process of implementing and actions that we are planning to implement in the next 12 months.

Workforce Race Equality Standard (WRES): The 9 Indicators

Indicator 1	Percentage of Ethnic Minority staff in each of the Agenda for Change bands 1-9, medical & dental subgroups and very senior managers (VSM), including executive board members compared with the percentage of staff in the overall workforce.
Indicator 2	Relative likelihood of Ethnic Minority staff being appointed from shortlisting across all posts
Indicator 3	Relative likelihood of Ethnic Minority staff entering the formal disciplinary process, compared to that of white staff
Indicator 4	Relative likelihood of white staff accessing non mandatory training and Continuous Professional Development (CPD) as compared to Ethnic Minority staff
Indicator 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
Indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
Indicator 7	Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion
Indicator 8	Percentage of staff, in the last 12 months who have experienced discrimination at work from any of the following Manager, team leader or other colleague
Indicator 9	Percentage difference between the organisations' Board voting membership and its overall workforce

Workforce Race Equality Standard Action Plan 2023-2-24 Key Themes

Valuing our people to improve the care and health outcomes for our service users, carers and communities.



1. Representation, Recruitment and Retention- WRES Indicators 1,2 and 9

Our Aim		Action	Responsibility/Contributors	Timescale	Status
1	Ensure our recruitment & selection processes are inclusive. Raising the profile of the Trust as an “Employer of Choice” and reducing inequality in recruitment.	Develop and roll out a representative recruitment panel model, with initial focus on senior appointments.	Head of Diversity and Inclusion	April 2024	
		Develop and roll-out career development & interview skills sessions.	Recruitment and Resourcing Manager and Head of Diversity and Inclusion	April 2024	
		Review and develop our retention strategic plan talent management actions to support the diversity of executive and senior leadership teams.	Recruitment and Resourcing Manager and Head of Diversity and Inclusion	June 2024	
		Review recruitment and widening participation plans to review impact and focus on widening ethnic minority recruitment opportunities within local communities, aligned to the NHS Long Term Workforce plan.	Widening Participation Officer, Recruitment and Resourcing Manager and Head of Diversity and Inclusion.	July 2024	

2	To hold and effectively use workforce data on all protected characteristic staff.	Monitor and analyse demographic recruitment data for international and high- volume recruitment to provide assurance on equality impact of access to employment.	Head of Diversity and Inclusion/Recruitment and Resourcing Manager	June 2024	
		Complete deeper analysis of WRES career progression disparity data for clinical roles to identify bottlenecks and target under representation.	Diversity and Inclusion Project Manager	March 2024	
		Produce ethnicity pay gap report to explore the impact of inequalities and lack of representation at senior levels.	Diversity and Inclusion Project Manager	January 2024	
2. Leadership, Learning and Development- WRES Indicators 2 and 4					
Our Aim		Action	Responsibility/Contributors	Timescale	Status
1	Embed diversity and inclusion in all that we do	Review Trust-wide equality, diversity and inclusion strategic forward plan aligned to the Trust's People Plan, with a refreshed set of equality objectives, accompanied by an action plan.	Head of Diversity and Inclusion	March 2024	
		Develop EDI staff engagement plan for 2024/25 to share EDI priorities and data more effectively with services to inform planning.	Head of Diversity and Inclusion.	December 2023	
2	Managers equipped with having meaningful and compassionate conversations	Scope options for the development and delivery of EDI training for line managers. Providing them with the tools and strategies to empower them to be inclusive and compassionate leaders, with focus on creating a culture of civility and respect.	Head of Diversity and Inclusion, HR Business Partners and Head of Organisational Development	November 2023	In progress

		Evaluate the success of the Trust Reciprocal Mentoring scheme and launch the third cohort.	Head of Diversity and Inclusion, Diversity and Inclusion Project Co-ordinator and Organisational Development Lead.	May 2024	
3	Increase awareness across the Trust; so that senior managers, middle managers, and the wider workforce are aware of our diversity and inclusion priorities.	Discussion at service and management level meetings about diversity and inclusion priorities. To raise the profile of race equality through analysis of service level equality data, empowering managers to agree their own priority areas for action and influencing operational plans.	Head of Diversity and Inclusion	September 2024	
3. People Experience- WRES Indicators 5,6,7 and 8					
Our Aim		Action	Responsibility/Contributors	Timescale	
1	Prevent and challenge bullying, harassment and abuse against staff and create a culture of civility and respect	Increased focus on civility in the workplace. <ul style="list-style-type: none"> Continued development and roll out of our Civility and Respect work programme. Review the bullying and harassment policy and procedure. Encourage staff to report instances of racism and discrimination. 	Associate Director of Employment/Head of Diversity	August 2024	In progress
		Develop a hate crime policy and procedure and associated communications and engagement plan. To provide clarity on reporting and support processes available, in collaboration with our staff networks and services.	Head of Diversity and Inclusion/WREN Chair and members/Associate Director of People Experience	March2024	
2	To develop a culture of inclusion and belonging	Work with system colleagues and staff equality networks to develop a revised cultural calendar. Promoting this widely to ensure all staff are informed and able to get involved in celebrating important inclusion and diversity days with focus	Diversity and Inclusion Project Manager/ Communications Manager	December 2023	

		on exploring the power of lived experiences and stories.			
		Review and develop the dedicated EDI intranet page with EDI related information to increase awareness of our diversity and inclusion priorities, actions and opportunities for involvement.	Diversity and Inclusion Project Manager	December 2023	
3	Ensure that all staff have access to a thriving staff equality network, providing our diverse staff with a mechanism to influence change.	Develop a blue-print plan for continued development of staff network chairs/networks aligned to our People Plan priorities and regional and national equality and diversity ambitions.	Diversity and Inclusion Project Manager/ WREN Chairs	January 2024	In progress