



Workforce Race Equality Standard (WRES) Data Report

**Covering the period of
1st April 2021 – 31st March 2022**

Introduction

This report sets out the most recent workforce data in relation to race, which the Trust is required to publish. The Trust has a contractual requirement under the NHS Contract to publish annual data in respect of the Workforce Race Equality Standard (WRES). Working to address inequalities identified by the workforce data demonstrates our compliance with the Equality Act 2010 and the Public Sector Equality Duty.

Monitoring of the workforce equalities data is also central to ensuring that we are delivering against the equality, diversity and inclusion priorities agreed by the Trust Board in January 2021:

1. We will ensure our current employees and future talent have fair opportunities and access to jobs and career progression resulting in improved representation of diverse groups at all levels of the organisation, including Board.
2. We will educate and develop our leaders and staff to improve understanding of racism, discrimination and cultural competence to deliver a step change in the experience of our staff and patients.
3. We will improve our use of patient data and patient experience to drive improvements in access and health inequalities, for patients from diverse communities

Workforce Race Equality Standard (WRES)

This data relates to the period of 1st April 2021 – 31st March 2022. In line with the nationally mandated timeframe, the data was submitted to NHS England in August 2022. As with previous years, the data includes results from the National Staff Survey.

On the whole, the data shows the need for more focused improvements with regards the experiences of colleagues from black and minority ethnic backgrounds (BAME). While some of the metrics are positive, the data indicates that further work is required.

1. Workforce data – percentage of staff BAME / White categories

	Data as of 31 March 2019	Data as of 31 March 2020	Data as of 31 March 2021	Data as of 31 March 2022
Total workforce	6356	6598	6807	6815
Number of BAME staff	286	304	342	325
% BAME staff in total workforce	4.5%	4.6%	5.0%	4.8%

The headcount of BAME staff saw a slight decrease over the last year, falling from 342 in 2021 to 325 at the end March 2022, equating to a reduction of 0.2% from 5% to 4.8% of the overall workforce. This was the first time that BAME numbers had reduced since 2019.

The Trust is committed to developing a representative workforce of the communities we serve, thereby improving the overall BAME representation within our employee numbers. As detailed in ED&I Priorities action plan, we are aiming to achieve 8% BAME representation in the NWAS workforce by 2024. This however requires significant effort to ensure 20% of our new recruits each year are from ethnically diverse backgrounds.

An additional Positive Action Officer has recently joined the Inclusion & Engagement to add capacity, support and increase our outreach into communities across the North West.

Furthermore, the establishment of a new ED&I Recruitment Management Group will help maintain a focus on achieving our ambitions around a representative workforce.

The remit of the Group is around reviewing and overseeing the implementation of the action plan to support Priority 1 of the ED&I corporate objectives in respect of recruitment in the following areas:

- Using targets to drive improvements in recruitment
- Proactively seek to attract candidates from under-represented groups
- Supporting applicants who may face barrier in our recruitment process
- Diversifying each stage of the recruitment process from shortlisting the interview panels

2. Recruitment data – relative likelihood of White staff being appointed from shortlisting compared to BAME staff

	2020	2021	2022
Likelihood	1.29	1.51	1.98

The target figure is 1.0 which would indicate no difference in experience in likelihood of being appointed.

When looking at data relating to the recruitment and appointment of BAME staff, the data with regards likelihood of being appointed to an NWAS role shows that White staff are nearly twice as likely (1.98) to be appointed from shortlisting compared to BAME staff. This metric has worsened compared to last year which was 1.51 and when trying to explore the reasons for this, an issue was identified in relation to the restrictions with the data which is pulled from the recruitment system, Trac.

Discussions with Trac have identified that data based on a financial year only considers recruitment campaigns that have been completed within that financial year. A campaign is considered completed on Trac at the point that all appointees from a campaign have commenced in post. As such if there is a vacancy that opens on 1 March 2022 and the individual does not commence in post until 15 April 2022, this recruitment will not be counted in the data.

A further note to this point is that the Trust manages several mass recruitment campaigns each year, such as for Emergency Medical Technicians (EMT1) and 999 call taking positions in Emergency Operations Centres (EOC), and the time period between the offer and start date can be lengthy and may span two financial years. In addition, for mass recruitment campaigns, there may be some applicants who are delayed in starting on a course. The system will only fully complete a vacancy at the point when every individual who has an offer has started. In the case of mass recruitment campaigns this will lead to distorted data as often there can be up to twelve months between a campaign opening and the last individual commencing on a training course. As a result, the data that is presented for the WRES submission does not accurately reflect our actual position.

Whilst this is disappointing, a number of Trusts use Trac so the issue will not be unique to our Trust. However, within in the ambulance sector, this issue will be fairly unique as the prevalence of lengthy mass recruitment campaigns is uncommon in the acute sector.

We are however starting to track BAME applicants through each stage of the recruitment process to help understand where applicants may withdraw or fail. We are also undertaking an audit of the end-to-end recruitment and selection processes to identify the barriers and challenges facing applicants from diverse backgrounds, and importantly exploring solutions to address those challenges effectively. Whilst may not affect our external reporting, the tracking process and recruitment audit will provide rich intelligence to drive positive changes to the way in which we recruit people to our organisation.

3. Relative likelihood of BAME staff entering formal disciplinary process compared with White staff

	2019	2020	2021	2022
Likelihood	1.32	1.89	1.70	2.23

The target figure is 1.0 which would indicate no difference in likelihood of entering formal disciplinary process.

Data relating to staff in disciplinary processes has shown a worsening with BAME staff now being more than twice as likely (2.23) to enter the formal disciplinary process compared with White staff. This metric saw a slight improvement from 2020 to 2021 (1.89 to 1.70) but has gone up in the last year.

An exploration of the reasons for this rise are being investigated with the HR Business Partnering Team. In addition, the Disciplinary Policy is currently under review at Policy Group with an aim to focus on learning and managing cases in a pragmatic way. Once the revised policy is in place this should also help to reduce this metric in the future.

4. Relative likelihood of BAME staff accessing non-mandatory training and CPD as compared with White staff

	2019	2020	2021	2022
Likelihood	1.45	1.31	1.34	1.01

The target figure is 1.0 which would indicate no difference in likelihood of accessing non-mandatory training and CPD.

With regards data on the likelihood of BAME staff accessing non-mandatory training and CPD as compared with White staff, this has improved considerably with there now being virtually no difference between the experiences of White and BAME staff.

The data shows a figure of 1.01 while the target figure is 1.0 which would indicate no difference in likelihood of accessing non-mandatory training and CPD.

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

	2017 survey	2018 survey	2019 survey	2020 survey	2021 survey
White	49.8%	47.0%	47.9%	43.5%	40.0%
BAME	45.7%	38.0%	34.6%	38.2%	37.1%

The percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in the last 12 months has seen a decrease for both White and BAME staff. 37.1% (38.2% in 2020) of BAME colleagues in the Staff Survey reported experiencing harassment etc, compared to 40% (43.5%) of White staff. This reduction could be down to several factors including ongoing communications campaigns on the importance of treating our staff with respect. The staff group looking at reducing violence and aggression will continue to undertake initiatives to further improve the staff experience.

Also, the table above shows that proportionally fewer BAME staff experience these negative behaviours compared to non-BAME colleagues.

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

	2017 survey	2018 survey	2019 survey	2020 survey	2021 survey
White	27.5%	25.8%	24.5%	25.7%	23.6%
BAME	30.9%	27.5%	25.0%	24.2%	29.5%

There has been a notable increase in the percentage of BAME staff experiencing bullying, harassment, or abuse from other staff compared to the previous year – 29.5% in 2021, 24.2% in 2020. For White staff on the other hand, there has been a reduction of nearly 2% in the same metric, and a lower number of staff in this demographic have reported experiencing harassment etc – 23.6% in 2021, 25.7% in 2020.

The results in these areas are of a particular concern and do not reflect the HR case work data. Over the last year, the Trust has launched campaigns promoting Trust values as well as the Treat Me Right Campaign, both of which should have supported a positive movement in this area. However, there appear to be issues underpinning these numbers which require engagement with colleagues such as the Race Equality Network to unpick and resolve.

7. Percentage of staff believing that Trust provides equal opportunities for career progression or promotion

	2017 survey	2018 survey	2019 survey	2020 survey	2021 survey
White	47.6%	52.6%	52.7%	51.3%	47.8%
BAME	30.5%	36.8%	38.8%	39.1%	33.6%

The Staff Survey also looks at the perception of whether the Trust provides equal opportunities for career progression or promotion. The data indicated the number of staff believing there has also been a decrease in opportunities for career progression or promotion from BAME colleagues – 39.1% in 2020 to 33.6% in 2021. The response from White colleagues has followed the same trend on this question as BAME staff, but not to the same extent. There will be further work with the networks to explore this negative trend. We are also undertaking a project to review career progression and career development pathways to improve overall transparency and fairness across all grades.

8. Percentage of staff personally experiencing discrimination at work from manager/team leader or other colleagues

	2017 survey	2018 survey	2019 survey	2020 survey	2021 survey
White	13.4%	10.6%	10.6%	10.1%	10.0%
BAME	23.2%	12.80%	13.6%	8.6%	22.4%

This was one of the most significant pieces of data emerging from the Staff Survey. For BAME staff experiencing discrimination at work, the number jumped from 8.6% in 2020, to 22.4% in 2021. While the response from White colleagues remained virtually static compared to the previous year. This increase is concerning, and further investigation is being undertaken into the data.

9. Percentage difference in board voting membership and overall workforce

Difference = Total Board number - Overall workforce number

	2019	2020	2021	2022
White	-17.2%	-5.9%	-5.5%	-17.1%
BAME	3.2%	1.3%	0.9%	10.6%
Ethnicity unknown / NULL as per ESR	14.0%	4.6%	4.6%	6.4%

(This metric had previously collated data relating to the local population; it now looks at the current workforce).

It is worth noting that at Board level, BAME representation is double the % of NWAS overall. Across the organisation, there is still considerable work to be done to improve diversity and representation in the in the mid to upper quartiles of the workforce.

Trust-wide actions

The WRES data along with the Workforce Disability Equality Standard (WDES), and Gender Pay Gap data (set out in separate reports) reflects the ongoing work to support minority groups and address inequalities in the workplace. While we recognise there has been some worsening of the position with some of the data, the continued focus on the data will help to develop actions to support improvement.

There will be a continued focus to look at the fairness of recruitment and progression across key protected characteristics will support the overall strategic intent of this priority. These actions should improve the representation, gender pay and appointment from shortlisting data.

Priority 2 is focused on education and training and should continue to build on improvements in staff experience for ethnic minority and disabled staff. The introduction of Beyond Bias Training and Leadership for Inclusion learning modules are aimed at identifying the types of bias that can exist in the workplace and how highlighting the impact that this can have.

The staff networks continue to embed themselves within the Trusts and this provides a platform to discuss and analyse the results with an aim to identify key areas for improvement and organisational learning.

WRES Improvement Action Plan

Metric / Theme	Action	Expected outcome(s)	Progress / RAG	Trust ED&I Priority
Recruitment & Progression	Continue delivery of EDI Priority 1 action plan	Ensure current employees and future talent have fair opportunities and access to jobs and career progression resulting in improved		Priority 1
	Undertake an end-to-end audit relating to organisational recruitment and selection processes	Understand the barriers and challenges faced by (prospective) applicants from ethnic minority backgrounds Use recommendations from the audit to drive positive changes		Priority 1
	Launch a Reverse Mentoring programme bringing together senior leaders and staff from diverse backgrounds	Senior leaders to gain better understanding of the 'lived experiences' of colleagues from diverse backgrounds Opportunities for the staff to influence and inform positive organisational changes		Priority 2
Disciplinary	Launch a revised Disciplinary Policy and Procedure	Improve experience of colleagues going through the disciplinary process		Priority 2
	Inclusion and Engagement Team to work with the HRBP team to undertake quarterly audits relating to staff in the disciplinary process	Monitor and reduce the number of staff from ethnic minority backgrounds entering the disciplinary process		Priority 2
	Deep dive into disciplinary data to assess any patterns			Priority 2
Harassment and Bullying	Promotion of resolution routes e.g. F2SU, Dignity at Work Policy	Greater awareness of avenues for support and reporting		Priority 2
	Review Dignity at Work Policy			Priority 2
	Review Treat Me right campaign and relaunch	Improve employee experience through development of supportive and psychologically safe working environment		Priority 2
Discrimination	Embed Trust values and promote civility and respect			Priority 2
	Lead a discussion with the Race Equality Network	Build understanding of 'lived experience' Produce an evidence base to inform positive changes		Priority 2