Workforce Race Equality Standard Report

2024

University Hospitals Birmingham
NHS Foundation Trust

NHS
University Hospitals Birmingham
NHS Foundation Trust

Kind
Connected
Bold

Table of contents

Introduction

NHS England oversees and maintains two national workforce equality data collections that promote equality of career opportunities and fairer treatment in the workplace. Providing an annual report for the Workforce Disability Equality Standard (WDES) and the Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers through the NHS standard contract. The WDES is a collection of 10 metrics that aim to compare the workplace and career experiences of disabled and non-disabled staff. The WRES is a collection of 9 indicators that aim to ensure our ethnic minority staff have equal access to career opportunities and receive fair treatment in the workplace.

This WRES Annual Report uses data from Electronic Staff Records (ESR), NHS Jobs and National Staff Survey results, focusing on workforce representation and the lived experiences of ethnic minority staff. Baseline data and analysis serve as a measuring tool, enabling the Trust to identify areas of progress and areas requiring improvement. This year, the Trust plans to introduce WRES data on a local level through our site-led structure and collaborate with Hospital Executive Directors and their senior leadership teams to improve performance against the WRES indicators.

This report has been created to provide an update on the Workforce Race Equality Standard (WRES) indicators as required by the NHS Standard Contract. This report details the data the Trust is required to provide for each of the indicators, and shares analysis and actions to be taken. The report describes a targeted series of activities undertaken throughout the year aimed at improving performance against the indicators and sets out the Trust's plan to demonstrate continued commitment and progress in the year ahead.

Taking an intersectional approach to the WRES and the WDES

This report addresses race inequalities but recognises that we may face multiple and simultaneous forms of discrimination based on the multiple features that make up our unique identities and that this can intensify our experiences. For this reason, we take an intersectional approach to the way we analyse and respond to the findings of both the WRES and the WDES. Some actions in response to harassment, bullying and abuse for example, which apply to both race and disability, are duplicated in our action plans to encourage greater intersectional thinking and practice. One example is, if an ethnic minority member of staff is dyslexic, then their challenge in relation to career progression may be multifaceted. This requires us to cross-reference some of the metrics and indicators to consider multiples interventions and solutions. For example:

- The WRES indicator 1 and WDES metric 1 both report on workforce representation

- The WRES indicators 2 and 10 are the equivalent of the WDES metrics 2 and 10 and report on shortlisting and Board representation, respectively

- The WRES indicators 5 and 6 are closely related to the WDES metric 4 and reports on bullying, harassment, and abuse

Summary of findings

Performing well

Indicator 1: Representation

Representation of ethnic minority colleagues across all bands has increased from 37% to **40% including at band 9.**

Indicator 4: Training

Our ethnic minority staff continue to be significantly more likely to access non mandatory training **(0.87).**

Indicator 9: Board Representation

Ethnic minority representation at board level has increased from 12% to **29%.**

Getting there

Indicator 2: Shortlisting

Relative likelihood of ethnic minority candidates being appointed from shortlisted has moved from 1.62 to **1.58. still shows a significant gap.**

Indicator 3: Disciplinary

The relative likelihood of ethnic minority staff entering the formal capability process has reduced from 1.37 to **1.26**.

Indicator 7: Career Progression

Slight increase from 41% to **43%** of ethnic minority staff reporting equal opportunities for career progression.**.**

Indicator 5: Harassment

Ethnic minority staff reporting harassment from patients, relatives and the public has decreased slightly

Work required

Indicator 6: Harassment from staff

29%

Ethnic minority staff reporting harassment from staff has increased from 26% to **29%.**

Indicator 8: Discrimination

17%

White staff reported slightly more discrimination (8%- 9%) whereas ethnic minority staff reports increased from 15% to **17%**

A further summary that compares our performance in 2024 with previous years can be find in Appendix 1.

Findings by indicators 1-9

Compared to the 2023 report, the new data reveals notable improvements in several areas, while certain disparities remain. The following analysis replaces previous years data, highlighting key findings for 2024. The Trust uses several systems, including Electronic Staff Records (ESR), NHS Jobs, Oleeo, and internal Microsoft databases, to collect and enhance data accuracy.

Indicator 1:

Percentage of staff in each of the Agenda for Change bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.

■ *Ethnic minority representation*
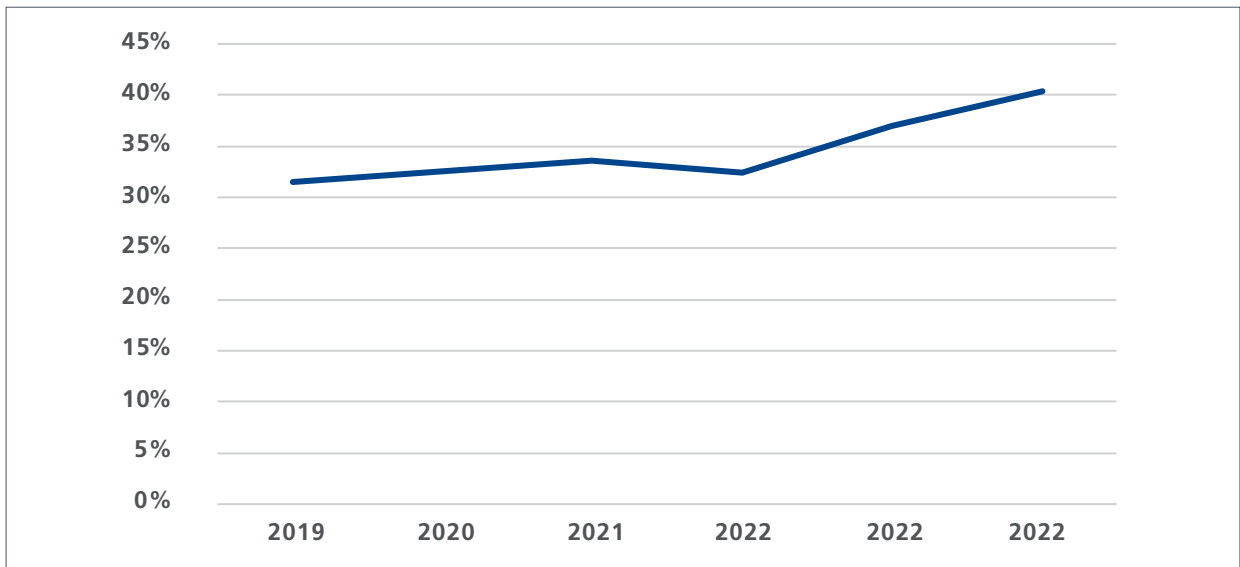
The representation of ethnic minority staff has increased from 37.90% in 2023 to 40.37% in 2024. This marks steady improvement over the last four years, with most pay bands reflecting this positive shift.

Despite the overall increase, there continues to be a widening gap in representation at higher pay bands (AFC Bands 6 and above clinical). This issue has been a concern since 2019, indicating that ethnic minority staff still face barriers in progressing to more senior roles, despite improved entry-level representation. One notable area of progress is at Band 9, where previously no ethnic minority staff were represented. This is an encouraging step in our work to improve representation at senior leadership level.

Indicator 2:

■ *Relative likelihood of staff being appointed from shortlisting across all posts*
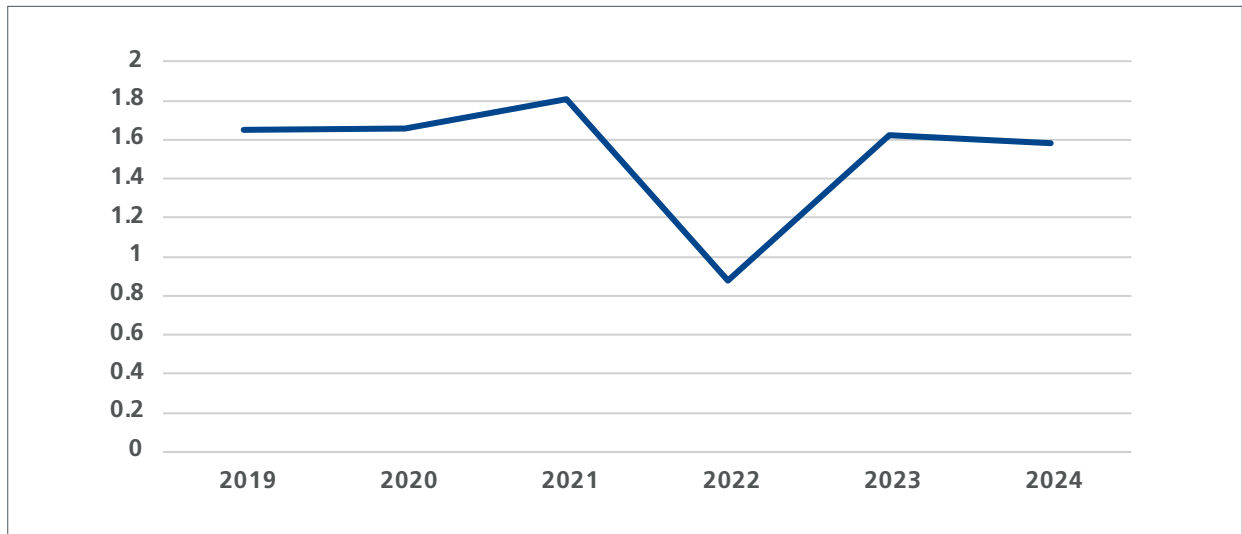
The disparity in the likelihood of ethnic minority staff being appointed from shortlisting has reduced from 1.62 in 2023 to 1.58 in 2024, indicating progress towards more equitable recruitment practices. Although the gap is narrowing, more work is needed to achieve parity.

Indicator 3:

▍ *Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation*
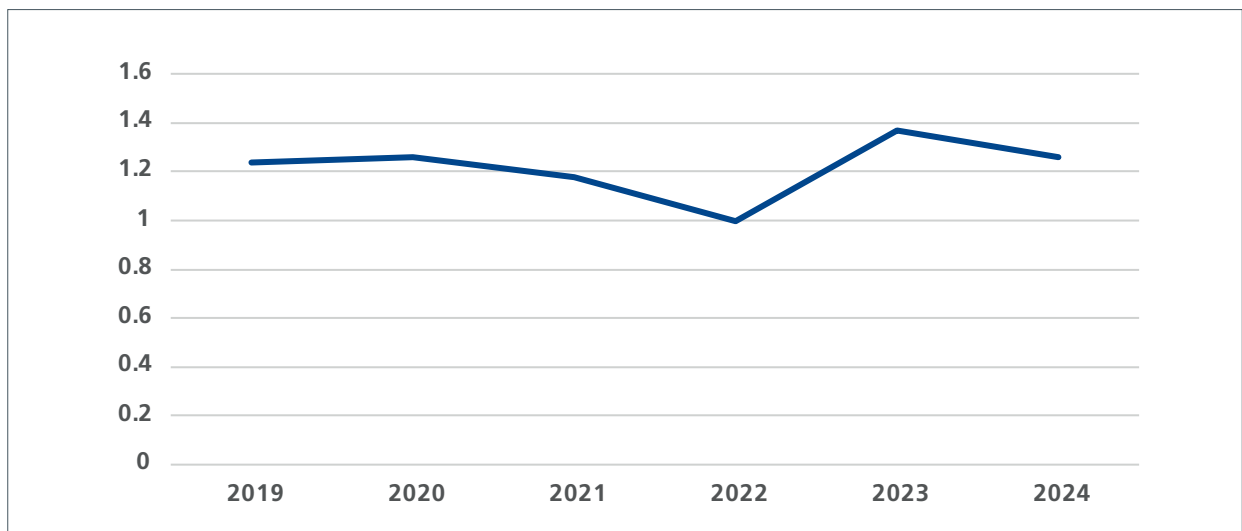
The likelihood of ethnic minority staff entering formal disciplinary processes decreased from 1.37 in 2023 to 1.26 in 2024, reflecting improved fairness in handling disciplinary matters. However, ongoing attention is required to reduce this gap further.

Indicator 4:

*Relative likelihood of staff accessing non-mandatory training and CPD*
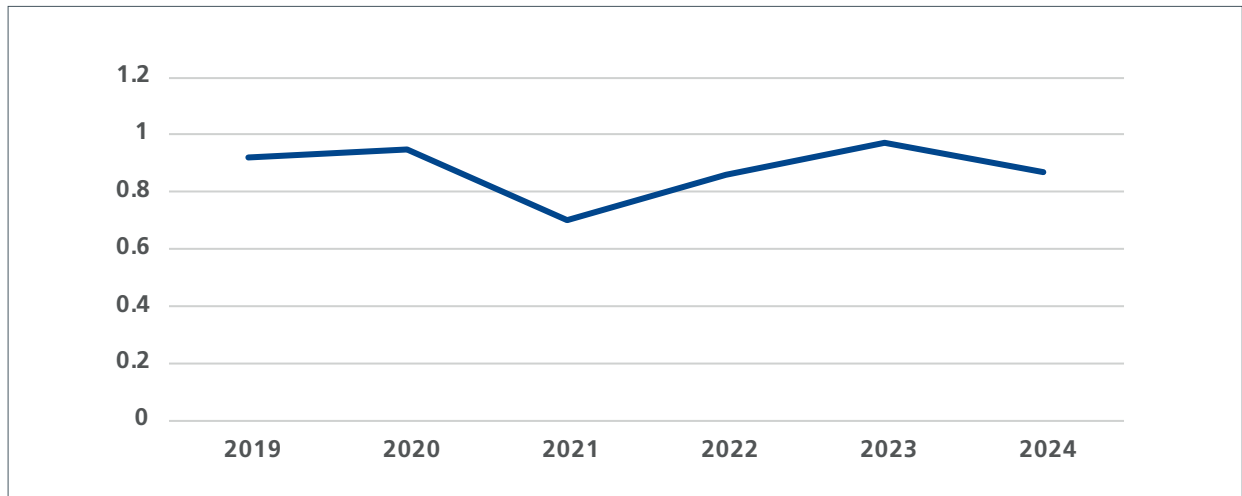
Ethnic minority staff are now more likely to access non-mandatory training opportunities than their white colleagues. The likelihood ratio has shifted from 0.97 in 2023 to 0.87 in 2024. This is a significant achievement, as it shows that training access, which is crucial for career progression, is becoming more equitable.

Despite improvements in training access, progression through pay bands (Agenda for Change bands) continues to show disparities. The race disparity ratio, which compares progression for white staff and ethnic minority staff, suggests that ethnic minority staff are still more likely to face difficulties in progression through the organisation, particularly at those higher bands beyond band 6 and band 7

.

Indicator 5:

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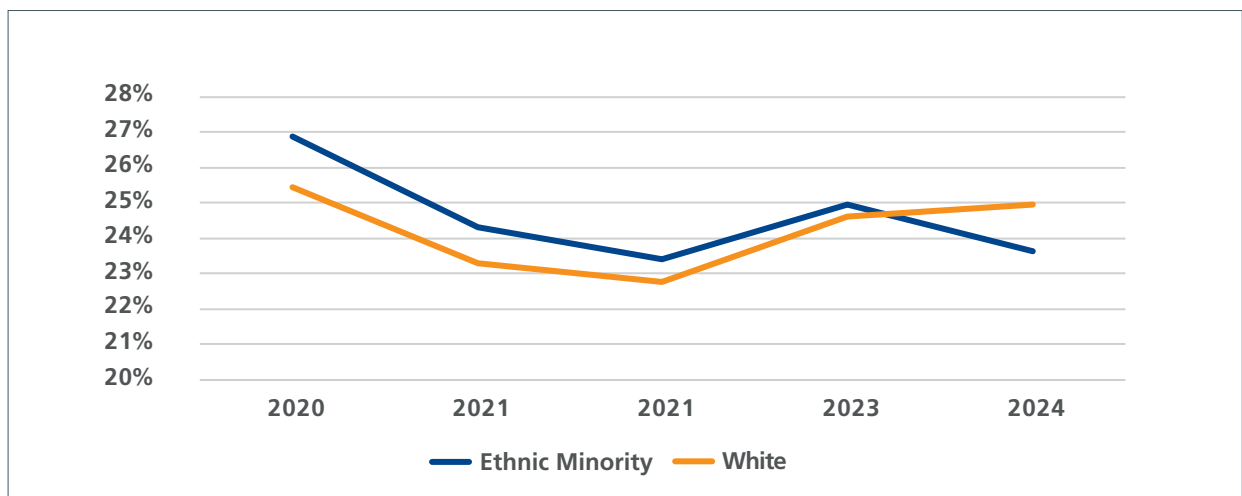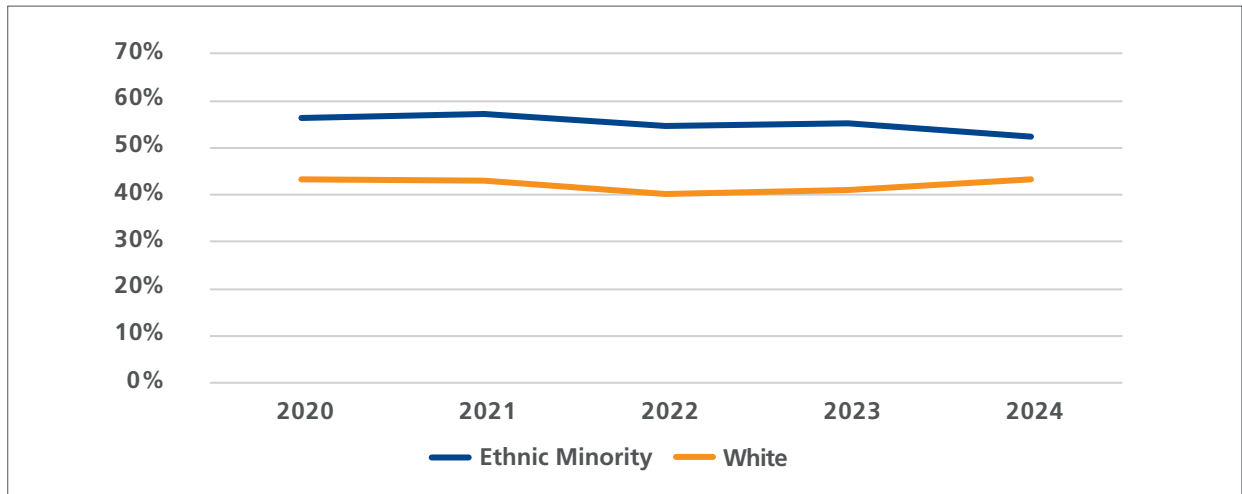

Fewer ethnic minority staff reported incidents of discrimination from patients, relatives, or the public in 2024 compared to white colleagues. This is a shift in a positive direction, as it shows

external discrimination towards ethnic minority staff has slightly lessened. However, the fact that ethnic minority staff and white staff continue to have these experiences requires further intervention and action.

Indicator 6:

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

Both ethnic minority staff and white staff reported a 3% increase in incidents of harassment from colleagues. Ethnic minority staff reports increased to 29.66%, and white staff reports increased to 27.03%. This trend shows a growing level of confidence in reporting concerns where previously staff lacked confidence. The Trust has and continues to communicate the values and behaviours that are expected of colleagues whilst giving a very clear steer on the behaviours that are not acceptable.

Indicator 7:

Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion
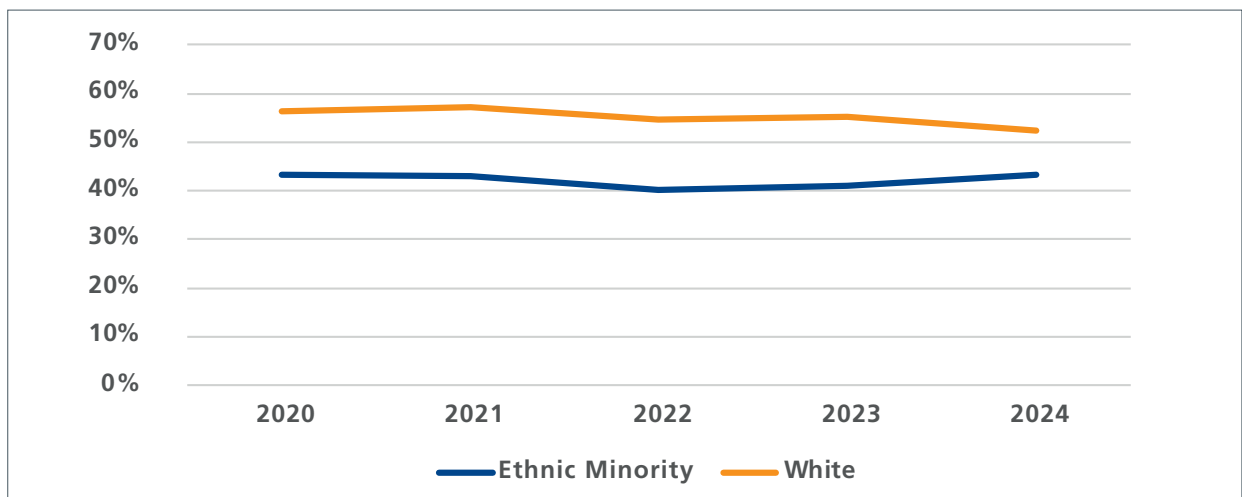
The perception of equal opportunities for career progression by ethnic minority staff improved marginally, rising from 41.11% in 2023 to 43.23% in 2024. In contrast, the perception by white staff dropped from 55.34% in 2023 to 52.29% in 2024 suggesting that concerns around career progression are not exclusive to ethnic minority staff but are a broader issue within the organisation.

Indicator 8:

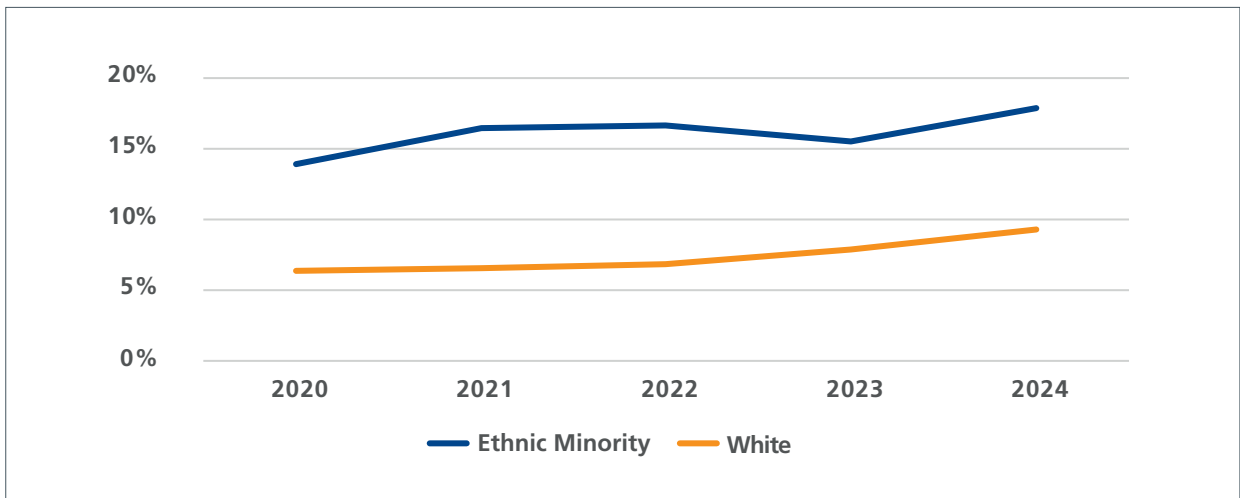*Percentage of ethnic minority staff compared to white staff who have personally experienced discrimination at work from a manager/team leader or other colleague in the last 12 months*

There has been an increase in experiences of discrimination from staff. Ethnic minority staff reporting discrimination from colleagues rose from 15.47% in 2023 to 17.83% in 2024, and similarly, white staff saw an increase from 7.84% in 2023 to 9.30% in 2024. This shows that ethnic minority staff experience discrimination from a manager, team leader or colleague at twice the rate of white staff. This highlights the need for continued progress with the actions already underway to tackle this longstanding and deep-rooted issue.

Indicator 9:

Percentage difference between the Trusts Board membership and its overall workforce
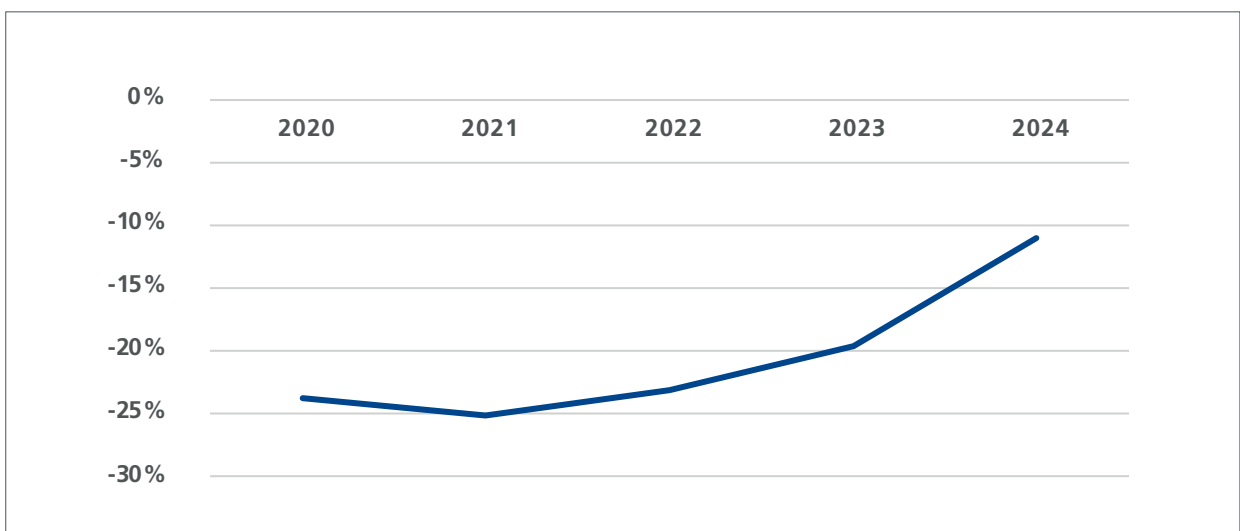
There has been a substantial increase in representation of ethnic minority staff at the board level, rising from 12% in 2023 to 29% in 2024. This marks a positive step to reflecting the diversity of our workforce at leadership level.

We recognise that the discrepancy between overall workforce representation and board-level representation, particularly in voting board members, needs continuous attention to maintain and improve these gains. Our actions described below to improve representation in senior level roles coincides with the need to diversify board membership.

Indicators 1-9 in Summary

The 2024 Workforce Race Equality Standards data therefore illustrates both encouraging progress and critical challenges. While overall representation of ethnic minority staff has improved and ethnic minority staff are now accessing non-mandatory training more frequently than white colleagues, the movement of ethnic minority staff into senior pay bands remains a challenge.

The experiences of harassment, bullying and abuse from ethnic minority staff and their experiences of discrimination from colleagues, underscores the need for urgent and continued focus on creating a more equitable and inclusive working environment. Addressing these issues requires sustained efforts, with particular attention to the workplace culture and the advancement of staff from ethnic minority backgrounds into higher-level positions.

Work we have delivered and achieved (2023-2024)

This section highlights action that has been undertaken since the publication of the last WRES Report in October 2023.

- In June 2024, we launched our Behavioural Framework to build on our Trust Values of Kind, Connected and Bold. This framework was co-designed with colleagues and details the behaviours we want to see, and those which are unacceptable, for each of the values.

- Harassment and bullying is not acceptable under any circumstances or at any level in the Trust. The Trust takes any allegations of harassment and bullying seriously and will be dealt with promptly and confidentially. On Monday 25th March 2024, the Trust's Group Executive Team signed an anti-bullying pledge, to show their commitment to ending all forms of bullying. This was a joint collaborative pledge between senior management at the Trust and Staff Side. The event took place in person at Heartlands hospital and colleagues were able to join online. The event was opened and closed by our Chief Executive Officer. Following the pledge, a range of promotional stands were placed across the Trust where colleagues talked about harassment and bullying and how to stop it. A collection of resources was then made available on the intranet that covered; what is harassment and bullying including definitions and examples; and a Formal Complaint of Bullying or Harassment forms and tips for managers to help prevent experiences of bullying by their staff.

- In line with our ongoing commitment to fostering an inclusive environment, the Trust launched its anti-racist statement last year aimed at promoting equity and inclusion across all its sites. This statement reflects the Trust's resolve to address racial disparities in healthcare and improve outcomes for all patients. To further support the commitments made in this statement, a dedicated working group has now been established to drive the Trust's efforts in tackling racism, addressing health inequalities, and ensuring that every patient has access to the highest standards of care.

- In August 2024, parts of the UK saw civil unrest and violent disorder. Racism and Islamophobia were seen across our local communities which effected our patients and colleagues. Many of our Ethnic Minority colleagues felt unsafe coming to work and when at work and a rise in colleagues reporting abuse during this period was noted. As a result, immediate support was provided to colleagues. An all-Staff notice was issued from our Chief People Officer detailing the close links with our multi-agency partners and community and faith leaders. The Trust facilitated a series of extraordinary REACH Network sessions with its members and were also attended by our Non-Executive Directors for People and for Equality, Diversity and Inclusion. The Trust received positive feedback from supported colleagues and recognised the need to maintain a momentum for support as often, the experiences of staff during this period, unfortunately reflects the daily lived experiences for many. The Trust designed a package of support which contained information and advice about the support available to colleagues. It also included information for managers on risk assessing and on having culturally confident conversations. Those staff concerned about making their ways to and from their site of work were offered personal safety alarms. These were available to all staff by request and 85 alarms were distributed during this period.

- An additional programme focussed on anti-racism and cultural intelligence for managers was piloted with staff from HR's Employee Relations in July 2024 and October 2024. This program supports knowledge transfer and offers managers opportunities to deepen their understanding of key concepts and models through a race and cultural lens. This will be evaluated and scaled up for wider manager access.

- Our online training programs focus on advancing race equity, enhancing cultural intelligence, and fostering inclusive communication. We have enriched our Moodle offerings with additional resources covering key topics such as cultural awareness, racial bias, and unconscious bias training. We continuously refresh our content to ensure the latest materials are available. We are in the process of designing mandatory equality, diversity and inclusion training which will be undertaken by all new starters as part of their induction and all existing staff. Completion rates will be monitored through shared KPI's by all hospital sites as included in our 2024-2025 action plan.

- Our dashboard to monitor performance has been developed and has a new functionality that allows data to be filtered by ethnicity and can be split by site and department. This has been used to apply measures and KPIs to workstream of our Culture & Inclusion programme which align to key objectives of our People strategy.

- A two-part Cultural Advocates Programme, focusing on race equity, started last month with senior managers from across all sites registered. The program aims to increase understanding, knowledge, and skills in cultural intelligence and how that translates to implementing WRES delivery plan actions.

- Over the past 24 months, the Trust has introduced Fair Recruitment Experts (FRE's) to promote equitable hiring practices and reduce bias across the organization. This initiative has included targeted training for managers and the development of a comprehensive Recruitment Toolkit to enhance transparency throughout the recruitment process. The Trust continually evaluates and refines its onboarding procedures using the Debiased Recruitment Toolkit, with a particular focus on mitigating unconscious bias in all staff training programs. To foster truly inclusive recruitment practices, the Trust also actively involves staff network groups in recruitment panels, ensuring diverse perspectives are embedded in decision-making.

Work we will deliver and achieve (2024-2025)

The Trust has now set its Inclusion objectives with clear milestones and measures for the next four years which align to the priority ambition and strategic objectives of the Trust's People Strategy. The Trust's new Inclusion objectives are aligned to the People Promise; The Trusts Behavioural Framework; Anti-Racist Statement; Sexual Safety Charter; WRES, WDES, and the High Impact Areas of the NHS EDI Improvement Plan.

We have an inclusive culture where everyone at UHB feels like they belong, can thrive, knows that they add value and feels valued

Create a welcoming and inclusive workplace that thrives on the diversity of its people, celebrating unity in difference

Develop compassionate and culturally competent leaders who enable high performing and psychologically safe teams

Be values-driven in all we do, championing positive behaviours and tackling unacceptable ones

Inclusion Objective 1
Increase Representation

We will have a workforce that reflects the diversity of the communities we serve. To do this, we will focus on hiring, developing and retaining under represented groups at all levels through targeted initiatives

Inclusion Objective 2
Build Capability

We will develop leaders who understand diversity and equality and can build and nurture inclusive environments. We will do this by providing training, encouraging inclusive practices, and supporting continuous learning

Inclusion Objective 3
Improve Access

We will improve access for all. We will do this by removing barriers, following accessibility standards, and using inclusive practices

Inclusion Objective 4
Assess Impact

We will assess what impact our policies, practices and initiatives have on our people. We will do this by undertaking equality impact assessments and by developing and following a plan to address pay gaps

Below is a more focused example of our impact measures for Inclusion objective 1. While the findings show our representation is generally improving, we are now focusing on addressing the disparity of ethnic minority staff at senior bands across the Trust (Band 8a and above):

Inclusion Objective 1: Representation We will have a workforce that reflects the diversity of the communities we serve. To do this, we will focus on hiring, developing and retaining underrepresented groups at all levels through targeted initiatives

Milestone 1: Design, develop and implement talent pathways to facilitate progression into senior roles

Milestone 2: Retention of under-represented groups

Action 1.1 Develop and implement a skills profile for ethnic minority staff, enabling staff to assess their levels of competency and to identify training needs

Action 1.2 Take a targeted approach to attract ethnic minority staff to existing apprenticeship programmes

Action 2.1 Redesign the resignation process with questions to increase the Trust's understanding of reasons why ethnic minority staff leave through emerging trends

Action 2.2 Targeted initiatives designed to address the reasons why ethnic minority staff leave by emerging trends

Success Measure Number of skills profiles completed

Success Measure Increased number of ethnic minority staff who enrol onto apprenticeships

Success Measure Increased completion rate of questions on why ethnic minority staff leave

Success Measure Reduce % of ethnic minority leavers

Overall Measure

We will increase our percentage of ethnic minority staff holding a senior role at Band 8a or above to**: 40%** As of September 202**4: 19%**

We believe that our focussed attention on improving representation will require holistic action that in turn, will improve all other indicators namely, the likelihood of being shortlisted as well as equal access to career progression. However, it is important that we work equally hard to address experiences of harassment and discrimination to avoid undermining our actions to improve representation. Our action plan will acknowledge and capture the interdependent influence of all indicators and the need to improve these simultaneously.

To embed both sets of standards (WRES and WDES) across the Trust and to instil a sense of responsibility and accountability to all, the Trust will take a business-led approach to delivery against these standards (as well as other contractual programmes and metrics) supported by the Inclusion Team which has been re-structured to serve as an enabling function. The new team structure will enable a more efficient and expert service that supports the whole Trust to deliver through its new operating model.

In taking a precision-led approach to our work, race, disability, and gender are priority areas of work and a golden thread through delivery of our inclusion objectives. Key projects and programmes to enable improvement of indicators include:

Recruitment & Progression

FRE's will continue to play a critical role in our strategic ambition to improve the representation of our workforce. We have approximately 30 FREs across the Trust but we have recognised a need to grow the programme to be able to accommodate the recruitment activity across the Trust as indicated in our action plan 2024-2025. FREs are provided training around the selection process, which includes enhancing knowledge around Equality, Diversity, Inclusion and bias and being able to confidently challenge peers and senior leaders in their decision making. Next steps include recruiting more FREs, linking into different networks across the Trust as well as other groups including the Wise council. Another area of priority is identifying and mapping out further training needs to give the skills to the FREs to accomplish the intended impact of this role.

The "Working Up Hill" program is scheduled to launch in March 2025. It is a talent management and succession planning initiative aimed at supporting the progression of our ethnic minority women into senior positions. Recognising the impact of racism, discrimination, and bullying, the program provides a positive action framework to address these barriers. It helps participants reflect on workplace challenges, explore the value of their intersectional identities, and develop personal strategies to mitigate the costs of racism. Additionally, it offers guidance for shaping their career paths on their own terms, empowering them to navigate professional opportunities.

'Possibilities Beyond Limits' (PBL) is a development programme designed by the Integrated Care System (ICB) and is open to colleagues at bands 6 and 7 who are wishing to progress to more senior roles. The programme is particularly keen to receive applications from our ethnic minority staff and those who identify as disabled or neurodiverse. This CPD-certified programme provides participants with the skills, confidence, and networks believed to advance their careers. Online and in-person workshops were made available to support colleagues with their applications. For those colleagues who do not successful secure a place, the Trust will ensure that they receive constructive feedback, and the Chief People Officer has committed to support all of our unsuccessful candidates with other resources available to support their career development.

Employee relations

Following the report by Roger Kline and Joy Warmington 'Too hot to handle' (2024), our Chief People Officer undertook a review of our employee relation cases. From this review, to enable in-depth training and re-briefing, protected time has been allocated to focus on the development of the team. Roger Kline is delivering a series of sessions as part of our developmental programme that will run from November 2024 to February 2025. Feedback from these sessions will inform the content of ongoing CPD for the employee relations team moving forward.

We have also revised letter templates that deliver the outcomes to complainants and respondents following dignity at work investigations. The revision includes removal of the term 'no case to answer' and a more in-depth explanation as to how the investigating teams have reached their conclusions, where the findings do not uphold the complaints. We have also introduced feedback meetings directly with the complainant to deliver the findings, rationale, and next steps. This is in response to feedback that the term 'no case to answer' can be leave colleagues feeling as if their experiences of discrimination, harassment and bullying are not believed.

We have reviewed our suspension process at the Trust. Prior to 8th October 2024, considerations for suspensions were discussed at a roundtable panel, attended by relevant stakeholders. This has now been replaced with a process that will be owned at site by respective Associate Directors of People and authorised by their relevant Executive lead, or by the Chief People Officer. The

guidance has been further refined to emphasise that suspension is very much the last resort and should be considered as a never event. We hold a log of all cases with their risk assessments and outcomes. As part of this, we record the employee's ethnicity, and this information will be used to analyse any trends, themes and hotspots which will be reported monthly through the respective People and Culture Committees at site level. We will develop a specialist trained advance-skilled unit of investigators for race-related cases as well as Resolution Coaches to support resolution and restoration.

Continuous Learning from each other

The Reciprocal Mentoring Programme is available for colleagues as part of our cultural improvement work and is now recruiting for its 14th cohort. The programme has seen more than 400 colleagues go through the programme to date, with excellent feedback. The programme remains open to all, with a specific focus on ensuring our ethnic minority colleagues are encouraged to participate. Fostering more opportunities to develop a deeper, mutual understanding of our diverse experiences and needs will help us to grow a more inclusive culture at the Trust. This programme is fully endorsed by our Chief Executive Officer and the Executive Board.

A coaching programme is currently being scoped to provide one-to-one support for the Executive and People sponsors to staff networks on a quarterly basis. We are also refining and developing the Trust's cultural calendar which raises awareness, mark and commemorate key days, weeks and months of the year, and will have an associated evaluation strategy measured against our Inclusion objective to build culturally intelligent leaders. We will be marking Black History Month 2024 with a Conference 23rd October and hosting our Freedom to Speak Up Conference 4th November 2024.

Continuous Engagement: Staff Networks & Wise Council

The Trust continues to benefit greatly from its staff networks which work hard to enable our people to bring their whole selves to work, which in turn will improve their sense of identity and belonging at the Trust. The Trust has committed to investing further in the continued professional development of its staff network chairs in order that they feel empowered to make decisions and to fully own their agenda and that of their members. The Trust meets monthly with chairs to explore opportunities for support and to help align their work to our People objectives. The Trust engages and co-produces guidance and enabling products both separately and collaboratively with networks to reflect and consider intersectional identities and complexities.

We are working closely with our REACH staff network and members to review our terminology to encourage more inclusive language that meets the needs of the Trust. We are working with our communications department to consider ways to communicate our change of language and terminology, and work will begin to review the Trust's documentation, internet site and intranet content.

To support the work of the Culture and Inclusion Oversight Group, the Trust has established a successful scrutiny and support group known as the Wise Council which is made up entirely of staff across the Trust and includes a variety of roles, responsibilities, and bands. There is also a continuous focus on its demographic representation including ethnicity. As of this time of writing, the Council has 727 members, and the number of members continues to grow month on month.

The Wise Council offers every single member of staff the opportunity to participate in this seismic shift in how it feels to work at the Trust, bringing about the positive change to our culture. By joining the Wise Council, members play an active role in holding the Culture and Inclusion work to account, acting as a sounding board (while providing advise based on lived experience), as well as getting assurance that we are progressing the right work and taking an evidence-based action to improve the culture of the organisation.

Change-makers programme

The original change-makers programme was piloted on the 14 August 2024. The course was co-designed with Wise Council members to raise awareness of privilege, bias and how to identity and address inequity and prejudice and how to become an active ally. These were discussed within the realm of three priority areas: racism, misogyny and bullying and harassment. Train the trainer session took place 24th September 2024 for Wise Council members who will deliver training across the Trust. The final programme is now ready to be delivered to its first cohort of wider Wise Council members on 15th October 2024.

Race Equality Code

We have recently signed up to a three-year partnership with the RACE (Reporting, Actions, Composition and Education) Equality Code. The code is a diagnostic assessment framework for Equality, Diversity and Inclusion, a tool to help us to understand our current position, identify areas for improvement, and hold ourselves accountable for progress. The framework is the result of a comprehensive process that begins with a thorough review of our documentation, complemented by a survey that will allow us to benchmark ourselves. This initial step will allow us to address systemic issues that may be hindering our progress on race.

Following this, we facilitate a self-assessment against 12 governance principles. This, along with an EDI maturity framework, will provide a clear picture of our governance structure and its alignment with our inclusion goals. The culmination of this process is the development of a report which will identify high level actions and areas of focus and a more detailed action plan tailored to WRES.

The RACE Equality Code methodology also creates a targeted approach to address underrepresentation in the board and leadership. Simultaneously, it adopts a universalist approach, ensuring that insights gained from focusing on race for example benefits all other protected characteristics.

The RACE Equality Quality Mark provides an independent part of the process, where we would be able to embed recommendations and share them with internal and external stakeholder groups. By participating in this process, we will be explicitly supported in achieving the 6 high impact actions of the EDI implementation plan. We will also receive feedback on how the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) actions are being embedded as a Trust. As the RACE Equality code works with the wider Birmingham and Solihull ICS, we will also be part of system-wide workshops and benchmarking of the key data that is being monitored nationally by NHS England.

In summary, the analysis and critical findings from this year's data, demands that further work must be undertaken to develop and deliver on each of the indicators. Improving our scores against the WRES indictors will enable us to progress our inclusion and people objectives and move us closer to

achieving our strategic people priority and vice-versa. The initiatives, programmes and partnership work described above will enable success against the specific, targeted (and interdependent) actions, milestones and events presented below.

Action Plan 2024-2025

Indicator	Aim	Action	Timescale
1 & 2	We will routinely monitor workforce representation (ethnicity) through site-specific inclusion plans to improve representation across the Trust where greatest pockets of disparity exist.	• We will finalise measures of the Culture and Inclusion dashboard and ensure that all measures support WRES indicators and all People and Inclusion objectives. • Informed by ESR and National Staff Survey data, we will enable leaders (through local site plans) to undertake targeted work to improve representation of bandings at specific sites and departments. • As a joint Inclusion and Talent initiative, we will grow and enable the Fair Recruitment Experts (FRE) to identify and address biases in recruitment and promotion processes. We will increase the number of FRE's from 30 to 100.	Dec 24 Ongoing Apr 25
1-9	We will identify and develop senior allies at site level to promote and embed initiatives and projects designed to advance race equity	• We will align expectations of Anti-racism statement with key objectives of the People Strategy to monitor improved performance. • We will work with our Race Equality Code partners to scope, design and implement a coaching programme to provide one-to-one support for Board members. • We will co-produce a role profile for staff network sponsors outlining the scope for role-modelling and active allyship. • We will deliver our 'Change Maker' Train-the-Trainer program to 20% of our Wise Council (April 2025) this will be a rolling programme given our aspiration is to grow membership of our Wise Council to 1500 members. The programme will develop 'Change Makers' across the Trust to role-model the Trusts values, to become active allies and to help drive our actions to address racism, misogyny, bullying and harassment. Wise Council members will deliver training to 120 members of staff. • We will continue to deliver consultant induction sessions on Chaplaincy and Multifaith services. All new consultants will understand their role in promoting and embedding race and religious equity.	Dec 24 Jan 25 Dec 24 Mar 25 Ongoing

1-9	We will build capability by improving cultural awareness and the confidence of leaders to grow an anti-racist organisation	• We will develop a specialist trained advance-skilled unit of investigators for race-related cases as well as Resolution Coaches to support resolution and restoration.	Jan 25
		• We will deliver a series of sessions as part of our employee relations developmental programme that will run from November 2024 to February 2025. Feedback from these sessions will inform the content of ongoing CPD for the employee relations team moving forward.	Feb 25
		• We will identify key workforce health inequalities as part of our wider health inequalities strategy and produce a plan with measurable actions aimed at reducing those inequalities.	Jan 25
		• As a joint Inclusion & Talent initiative, we will implement a support and care package for those whose visas are scheduled to expire.	Jan 25
		• We will establish a steering group designed to collate and analyse pay gaps by disability, ethnicity and gender to identity intersectional objectives and methodologies to strengthen pay gap action plans.	Nov 24
		• We will co-design an annual CPD planner for Staff Network Chairs and Identity Representatives.	Dec 24
		• We will rewrite, test, and launch a new mandatory inclusion module as part of the corporate induction for new starters.	Apr 25
		• We will write, test and launch the Trust's first mandated inclusion training for existing staff.	Apr 25
		• We will introduce a 'Say my name' facility to aid accurate pronunciation of staff names. The correct pronunciation of our names enables us to demonstrate basic dignity and respect to one another.	Jan 25

Conclusion

The Trust is continuously striving to improve the indicators set out by the Workforce Race Equality Standard (WRES). Such indicators are critical in achieving our strategic objectives set out in the report. In response to our latest findings, the report has described examples of work achieved; in progress; and work that is planned to address discrimination, bullying and abuse and to advance equality of opportunity and equality of access to career progression for our staff.

Progress against our WRES indicators and performance against our strategic People objectives is overseen by the Chief Executive Officer who chairs our Culture and Inclusion Oversight Group where initiatives and ideas to progress this agenda are continually discussed by its diverse membership. All of the progress against our cultural transformation programmes is then reported up by our Chief People Officer to the People and Culture Committee. The growing members of our Wise Council together with our staff networks, play a critical role in providing ongoing critique and scrutiny.

In pursuit of achieving our strategic ambition, we are striving to make the Trust a centre of national excellence for inclusion where our practices and behaviours are recognised as exemplary in healthcare. We are in the process of subscribing to Inclusive Employers to benchmark ourselves with organisations with a reputation for the highest standards in equality, diversity and inclusion and are working at pace to position the Trust within the Top 50 Inclusive Employers.

Appendix 1

	WRES Indicator		2019	2020	2021	2022	2023	2024
1	Percentage of BME staff in the workforce.	Overall	31.50%	32.5%	33.52%	32.40%	37.90%	40.37%
		VSM	9.59%	10.71%	12.90%	12.00%	8.95%	17.39%
2	The relative likelihood of white applicants being appointed from shortlisting compared to BME applicants	Relative liklihood	1.65	1.66	1.81	0.88	1.62	1.58
3	The relative likelihood of BME staff entering the formal disciplinary process compared to white staff	Relative liklihood	1.24	1.26	1.18	1.00	1.37	1.26
4	The relative likelihood of white staff accessing non–mandatory training and CPD compared to BME staff	Relative liklihood	0.92	0.95	0.70	0.86	0.97	0.87
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	Ethnic minority	26.7%	26.86%	24.30%	23.42%	24.97%	23.63%
		White	25.4%	25.45%	23.31%	22.75%	24.63%	24.94%
6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	Ethnic minority	27.5%	27.46%	27.22%	25.69%	26.04%	29.66%
		White	24.5%	23.97%	22.90%	23.75%	23.75%	27.03%
7	Percentage of staff believing that their Trust provides equal opportunities for career progression or promotion	Ethnic minority	69.9%	43.20%	42.94%	40.09%	41.11%	43.23%
		White	84.9%	56.32%	57.31%	54.55%	55.34%	52.29%
8	Percentage of staff experiencing discrimination at work from a manager, team leader or other colleague 12 months	Ethnic minority	13.8%	13.84%	16.40%	16.60%	15.47%	17.83%
		White	6.3%	6.35%	6.57%	6.87%	7.84%	9.30%
9	Percentage difference between the Trusts Board Membership and overall BME workforce	Overall Board	-21.8%	-23.8%	-25.20%	-23.2%	-19.60%	-11.00%
		Voting Board	-30.9%	-21.70%	-22.41%	-22.7%	-31.1%	-4.8%
		Exec Board	-30.9%	-32.5%	-33.52%	-28.9%	-37%	-25.8%