



NHS Workforce Race Equality Standard (WRES)

Update Report – October 2022



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Royal Orthopaedic Hospital Workforce Race Equality Standard (WRES)

Background

The WRES was introduced in 2015 to enable employees from black and minority ethnic (BME) backgrounds to have equal access to career opportunities and receive fair treatment in the workplace. The data and information collated for WRES should be used to prioritise how staff are motivated, included and feel valued.

WRES Data

Staff data was collected and submitted to NHS England in August 2022. The data period is 1st April 2021 to 31st March 2022 and is formulated into nine WRES Indicators. All NHS Trusts are required to collate and publish this information on their website. This information will be published following sign off from the Staff Experience and OD Trust Board committee.

Table One below shows ROH WRES Performance Data for all indicators comparing 2016 – 2022. National data is currently not available as a comparison. This information with national comparisons will be presented at future Staff Experience and OD (SE&OD).

Data for Indicators 5 – 8 is collated from the National Staff Survey (NSS) results which staff completed between 4th October and 27th November 2021.

Our Equality Diversity & Inclusion Agenda

Equality is about creating a fairer society where everyone has the opportunity to fulfil their potential.

We recognise the right of all our patients, visitors, and employees to be treated fairly and considerably irrespective of age, gender, marital status, religious belief, ethnic background, nationality, sexual orientation, disability, and social status. Our approach is driven by our ambition to be the best we can be in our well-being, Equality, Diversity, and Inclusion agenda.

We are committed to promoting equality and diversity in everything we do; we strive for the Trust to be a safe place where people can be their true and authentic selves.

Our values are more than words, they define how we treat one another and how we deliver care. Positive values are the bedrock of our culture. Our values inform how we understand and practice inclusion at ROH. They are respect, compassion, excellence, pride, openness, and innovation.

Our vision is to nurture a connected culture of belonging where we bring our authentic selves to work and visitors experience an inclusive environment, ready to meet their needs. To achieve our vision, all staff working in the NHS today need an awareness of inclusion issues and who is afforded protection.

Progress updates 2020 - 2022



The WRES action plan and approach forms part of the work completed under the Multi Minority Ethnicity staff network and Equality and Diversity network. The key actions achieved over the last twelve months have included:

- Listening sessions to hear the views of different diverse groups
- Celebration to recognise Windrush Day
- Black History Month
- Completion of recruitment report by the Freedom to Speak up Guardian
- Participation in regional and national BAME events (including events external to the NHS)
- Progress made with participation at MMEG network
- Marie Peplow, Chief Operating Officer appointed as Executive lead for MMEG network
- Participation in the annual Inclusion event to celebrate Diversity and Inclusion at the Trust
- Launch of MMEG mentoring programme (part of a wider Trust mentoring programme)
- Anti-Racist workshop hosted by MMEG staff network



Overview of WRES indicators

Please note () denotes figures for all colleagues

WRES Indicator	Indicator Definition	ROH NHS Trust								Comments
		2016	2017	2018	2019	2020	2021	2022		
1	% of staff BME	22.1	24.2	24.4	23.7	24.5	27.6	25.9		There is a slight decline in the percentage of BME staff when the data was taken in March 2022. However, this figure is still higher than all previous years except 2021. It is also in line with the national NHS percentage for BME staff. The Inclusive recruitment work will continue to attract candidates from diverse backgrounds
2	Relative likelihood of White staff being appointed from shortlisted candidates compared to BME staff	1.99	1.45	1.64	1.70	1.36	1.55	1.62		The work on inclusive recruitment is planned to support positive changes to this indicator starting at the advertising stage for attracting candidates. The MMEG mentoring programme will also support future internal candidates

3	Relative likelihood of BME staff entering formal disciplinary	1.17	1.01	1.33	1.83	2.84	1.44	2.84	↓	There were only two confirmed cases in the time period. Call cases are reviewed for fairness during process
4	Relative likelihood of BME staff accessing non mandatory CPD	1.05	1.0	1.22	1.12	1.08	1.13	1.03	↓	There has been a slight decline in this indicator. Updates to the ESR system are planned to ensure that all data for non-mandatory CPD training is recorded more accurately. There is also now more comprehensive information for staff and managers to review on development opportunities available and the MMEG network will support with cascading the information
5	% of BME staff experiencing harassment, bullying or abuse from patients or public in last 12 months	19.2	15.9	15.63 (22.6)	13.7 (22.0)	16.5 (21.9)	15.6 (15.6)	15.9 (20.3%)	↓	This indicator has moved slightly. Support is in place for staff if they need to discuss any issues around harassment, bullying or abuse including the Freedom to Speak Up (FTSU) team.
6	% of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months	30.4	2.6	45.31 (22.9)	31.5 (26.7)	25.0 (22.9)	24.8 (22.1)	27.8 (20.6)	↓	Mentoring programme is starting to identify support needed. The MMEG network and FTSU continues to support staff members along with other groups

7	% of BME staff believing the trust provides equal opportunities for career progression or promotion	N/A	N/A	42.9 (63.1)	49.3 (61.4)	51.9 (59.7)	43.1 (62.2)	41.1 (61.1)	↓	This indicator is now scored differently, and all adjusted figures are showed where there is data available. The MMEG network is championing support for colleagues to access opportunities
8	% of BME staff personally experienced discrimination at work from a manager /team leader or other colleague member of staff	18.4	6.25	12.50 (6.3)	18.3 (7.0)	16.7 (7.6)	14.5 (6.3)	12.2 (5.4)	↑	There has been a positive increase in this indicator
9	% of the full board identifying as BME	0	0	0	0	11	28.6	25	↓	The 2021 data was taken when there was fifteen Trust Board members. The Board has now increased to sixteen members and who will continue to ensure inclusive recruitment for Board members

ROH WRES action plan: 2021 - 2023

This plan gives an overview of the key areas of work that will be undertaken to support the WRES indicators. All actions are aligned to the ROH Inclusion Action plan

Indicator	Outcome and Impact	Action	Planned Target date	RAG	Lead	Comments
	Impact area: Ambassadors					
1-8	<p>Embed an effective Mentoring approach to offer staff from diverse backgrounds support particularly around career development</p> <p>Number of colleagues who attend the mentoring and mentee programme</p> <p>Number of career opportunities confirmed for attendees</p>	<p>Define overall Mentoring Framework which includes specific projects:</p> <ul style="list-style-type: none"> MMEG Mentoring Programme Disability Buddy Scheme Reverse mentoring 	<p>Launch June 2022</p> <p>First evaluation January 2023</p>		MMEG Mentoring project group led by Falon Paris- Caines	<ul style="list-style-type: none"> A project team consisting of MMEG and Disability network members has worked together to select a training provider to run the schemes MMEG mentoring programme will be launching on 28th June & 18th August 2022 for mentors and mentees. The MMEG Mentoring programme will run with the support of a provider Activity Group who will oversee the Mentor and Mentee training until December 2022. EPIC facilitators will support the mentoring programme on the inclusive talent section Programme outline completed

	Positive move in staff data including WRES and WDES indicators					<ul style="list-style-type: none"> Disability network to look at similar programme
	Impact area: Culture					
2	<p>Inclusive approach to attracting, recruiting, and retaining staff</p> <p>Completion of action plan for Disability Confident Level 3</p> <p>All managers trained in inclusive recruitment approach</p> <p>Clear approach confirmed at the Trust for inclusive recruitment</p> <p>New 100 days induction approach launched and evaluated</p>	<p>Build on recommendations from recruitment review project</p> <ul style="list-style-type: none"> Review different methods of attracting candidates Refresh best practice for interviews and selection Ensure there is an effective onboarding approach Achieve Disability Confident Level 3 Upskilling managers in inclusive recruitment 	December 2022		<p>Jake Cullotty Tamara Morris OD and Inclusion team</p> <p>Support from the staff networks</p>	<ul style="list-style-type: none"> MMEG members have supported one of the key actions from recruitment project completed by the FTSU Guardian. Onboarding refresh programme was relaunched in August 2022
	Impact area: Staff and patient voice					

5-8	<p>Redevelop the Freedom to Speak Up Guardian (FTSU) approach</p> <p>All colleagues feel they have a voice and know the correct channels to ask for support in addition to their line manager</p> <p>Information provided by the Freedom to Speak up Guardian</p> <p>Documented changes made as a result of the FTSU work</p>	<p>Develop the FTSU brand through</p> <ul style="list-style-type: none"> Establishment of a network of FTSU champions across the Trust Review of internal communications and reporting to highlight progress and future Improved visibility of Guardian role through a Trust wide campaign 	<p>Recruitment May 2022</p> <p>Network December 2022</p>		<p>Claudette Jones</p> <ul style="list-style-type: none"> The FTSU Champion has recruiting FTSU champions across the Trust in May 2022. Leaflets have been distributed across all departments, with FTSU information and how to contact the Guardian Trust intranet site has been updated with relevant information of FTSU including internal and external contact details FTSUG has conducted awareness day to help build a freedom to speak up culture Dedicated email and telephone line are set up for staff to contact the FTSUG Ensure there is accessibility to becoming a FTSU champion and approaching a champion too Speak Up Month is taking place October 2022
1-9	<p>Build support for staff networks to include staff, patients, and senior leaders</p>	<p>Interventions to include</p> <ul style="list-style-type: none"> Senior leadership sponsorship on staff networks to be confirmed 	<p>November 2022</p>		<p>Clare Mair Jeeves Sundar</p> <ul style="list-style-type: none"> Each staff network is sponsored by an Executive Director and Trust Board members regularly join network meetings to offer support

5	Improvements in results from staff survey questions linked to patients and health inequalities	<ul style="list-style-type: none"> Support collaboration across different staff and patient networks Listening sessions for different staff groups 	March 2024			<ul style="list-style-type: none"> Work is yet to start on including patient voice into the networks
1	<p>Improvement of declaration rates</p> <p>Increased number of staff sharing diverse information</p> <p>Opportunities and support communicated directly to diverse groups</p> <p>Increased participation through listening sessions and networks</p>	<ul style="list-style-type: none"> With support from staff networks encouraging staff to declare diversity information. This will enable better engagement and support from staff from diverse backgrounds 	March 2023		Clare Mair ESR team Staff networks	The project has been delayed however the ESR teams have started to work with network chairs to develop a comms plan to encourage staff to update their personal information, including declaration rates
Link to CQC	Outcome	Action	Target date			Comments

	Impact area: Education					
5-8	<p>Implement programmes education programmes and tools to ensure staff at all levels have an awareness and understanding of EDI topics</p> <p>Numbers of staff completing training</p> <p>Staff survey results linked to training</p> <p>Impact of training on individuals promoted</p>	<ul style="list-style-type: none"> • Anti-Racist Workshop • Inclusion toolbox for all staff 	March 2023		<p>Jeeves Sundar Harriet Norman (Anti racist workshop)</p>	<ul style="list-style-type: none"> • A recording of the anti-racist workshop has been shared with the colleagues at the Trust to support MMEG activities, including Black History Month and Race Equality Week. This programme will be run in the future when face to face workshops can be scheduled • Anti – Racism workshop will be launched by March 2023 to support the ROH vision of Inclusion.
4	<p>Embed a culture of inclusive thinking through the Enabling EPIC Programme at all staff levels across the Trust to enable behavioural change</p> <p>Number of colleagues who have attended</p>	<ul style="list-style-type: none"> • 1st and 2nd cohort completed • Progress report on projects will provided on a quarterly basis • Further cohorts of the EPIC Programme to be embedded in the Trust using feedback to improve learning experience • EPIC champions network to be established 	October 2022		Jeeves Sundar	<ul style="list-style-type: none"> • Cohort 2 of EPIC programme is now complete and a review is due to take place in November 2022

1-9	Number of Mentoring workshops supported by EPIC facilitators					
	Feedback from evaluation of EPIC programme					
1-9	Number of Inclusive ambassadors across the Trust that will support and encourage inclusion within the workplace.					
	Strengthen the importance of our staff network voice	Organise and run staff network conference	September 2023		OD and Inclusion team Networks	<ul style="list-style-type: none"> Not started
1-9	Inclusion calendar updated and used to inform network sessions	<ul style="list-style-type: none"> Calendar communicated annually to show key dates recognised in celebrating Inclusion 	January 2023		OD and Inclusion administrator Network Chairs	<ul style="list-style-type: none"> Calendar is updated until December 22 highlighting key dates in the Inclusion calendar. This will be communicated across the Trust in March 2022. This is a brief guide to inclusion dates that take place throughout the year, staff members can celebrate other dates that may not be included. The calendar is shared at each network meeting to add
	Clear plan of inclusion activities across the year	<ul style="list-style-type: none"> Action plan in place to highlight specific dates recognised in each staff network 				

	Increased involved from staff in celebrating diverse events Discussion at each network meeting to educate members on diverse groups and intersectionality					any new dates and plan for future events. • From March 2022, the Chairs of the staff networks will jointly meet bi-monthly to plan the events for the upcoming year
	Impact area: Best practice					
1-9	Establishment of links with regional and national NHS colleagues to share best practice	<ul style="list-style-type: none"> Working with the organisations above in the partners' section Leading on regional and national projects where appropriate 	March 2023		Workforce and OD team	<ul style="list-style-type: none"> Workforce and OD colleagues link in with regional colleagues to work on joint projects, including Black History Month, network meetings and collating data, such as WRES
	Outcome	Action	Target date			Comments
	Impact area: Data and metrics					

4, 5-8	<p>Developing further NHS compliance data</p> <p>Information can be used to review themes in different areas</p> <p>Reports show clear progress and future areas of focus</p>	<p>Ensure NHS metrics and analysis is made visible for all staff and patients through reporting work in:</p> <ul style="list-style-type: none"> • WRES • WDES • Gender Pay Gap • EDS2 • Disparity Ratio • AIS 	March 2023		<p>ESR Team</p> <p>OD and Inclusion team</p>	<ul style="list-style-type: none"> • All networks share and discuss the reports to help inform on key actions • Data is shared with Exec Team and wider Board • ESR now has improved functionality for data and reporting
4	<p>Evaluation of programmes and interventions to review impact and effectiveness</p> <p>Evaluation of programmes to see impact of the EPIC programme</p> <p>Beyond the Stigma evaluation through University of Canterbury</p>	<p>Undertake full review of key programmes using different methods. Programmes include:</p> <ul style="list-style-type: none"> • EPIC Programme • MMEG Mentoring programme • EPIC programme • 	December 2023		Jeeves Sundar	<ul style="list-style-type: none"> • The work has started with a review of the first and second cohort of the EPIC programme. The projects element is a key area to use to evaluate the programme • Evaluations will be completed for the other programmes when started
	Embedded approach to Equality impact Assessments	<ul style="list-style-type: none"> • Recommended documentation, 	September 2023		<p>Sian Taylor</p> <p>Jeeves Sundar</p>	<ul style="list-style-type: none"> • Phase 1 is complete and will ensure all work around policies,

2-4	<p>(EQIA) across all departments</p> <p>Robust approach to EQIA to be adopted across work at the Trust including policies, patient pathways and project plans</p>	<p>guidance, monitoring, and training is embedded and understood within the Trust</p> <ul style="list-style-type: none"> • Ensure patient focused with the lesson learnt from COVID 				<p>patient pathways and other programmes consider all nine protected characteristics. This project has been expanded to also include Health Inequalities.</p>
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