EQUALITY & DIVERSITY

MMEG MULTI MINORITY ETHNIC GROUP

NHS
The Royal Orthopaedic Hospital
NHS Foundation Trust

NHS Workforce Race Equality Standard (WRES) October 24

Royal Orthopaedic Hospital Workforce Race Equality Standard (WRES)

Background

The Workforce Race Equality Standard (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. More information can be found at NHS England » NHS Workforce Race Equality Standard

There are nine WRES indicators that cover:

- Workforce data
- Results from the NHS Staff Survey

This report gives an overview of the latest data on the WRES metrics for 2024. It also:

- Highlights areas of change from last year's results
- Compares initial information with key Specialist Acute data and ICS BSol data, where available
- Reviews areas where the Trust has made progress over the last twelve months
- Outlines the updated WRES action plan

WRES Data

Staff data and relevant staff survey results was collected and submitted to NHS England in May 2024. The data period is 1st April 2023 to 31st March 2024 and is formulated into the nine WRES Indicators. All NHS Trusts are required to collate and publish this information on their website by October 31st annually.

Table 1 below shows ROH (Royal Orthopaedic Hospital) WRES Performance Data for all indicators across the time period of 2016 – 2024.

Data for Indicators 5 – 8 is collated from the National Staff Survey (NSS) results which staff completed between 2nd October 2023 and 24th November 2023. The completion rate for the survey across the Trust was 60% and 25% for BME staff members

National data for this year's submission is currently not available as a comparison for the ESR data metrics (1-4 and 9). However, this report does show average Specialist Acute comparisons and BSol ICS comparisons for the indicators 5-8 linked to the National staff survey 2023.

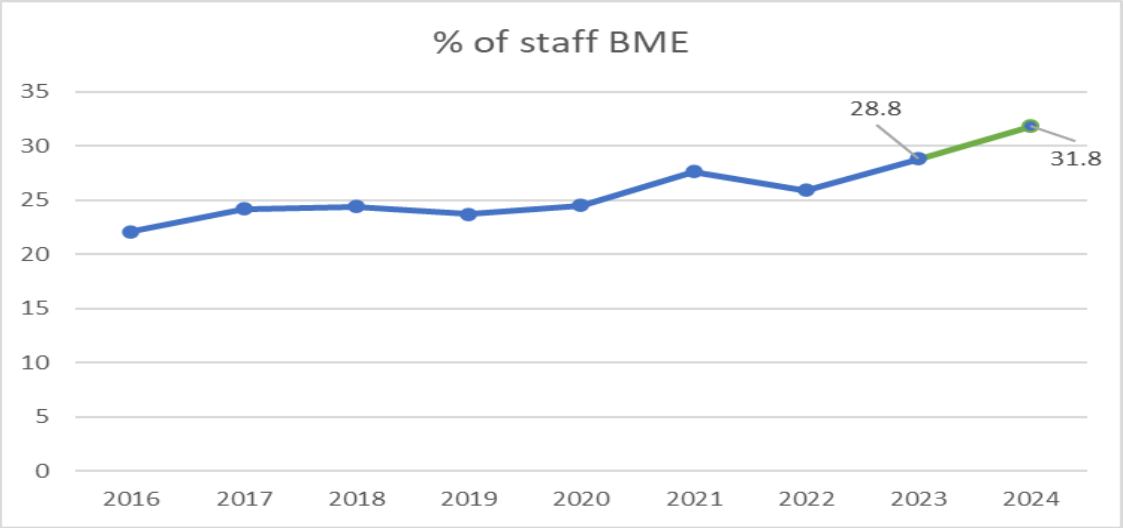
Table 1: Overview of WRES indicators

Further information on the indicators

Across the nine indicators there has been a decline in six out of the 9 indicators focussed around how staff are treated, career progression and Board diversity.

There has been an increase in three indicators for % BME staff, training and recruitment.

WRES indicator 1

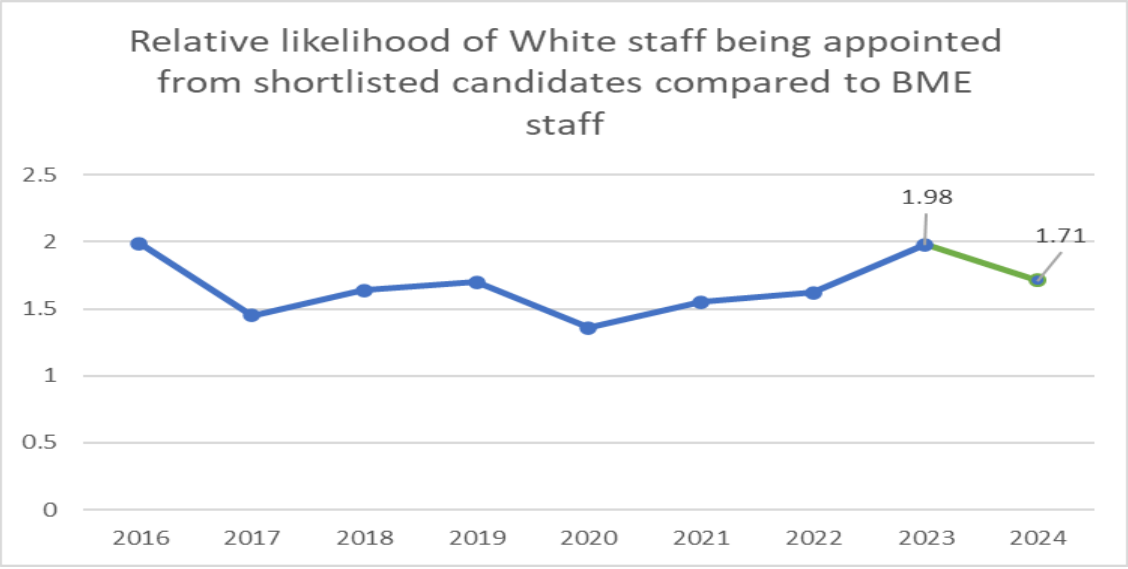


Percentage of staff members from a BME background

- There has been a positive increase in staff members from a BME background at the Trust from 28.8% to 31.8%.
- For non-clinical roles, the largest number of BME staff members is at Band 2 with 35 staff members
- Compared to clinical roles were there are 115 staff members at Band 5 and then at Band 6, it is 72 staff members.

More analysis will be undertaken on this data as part of the Inclusive recruitment work, highlighted in the action plan below

WRES indicator 2



The relative likelihood of white applicants being appointed from shortlisting compared to BME applicants

- This indicator is calculated for white staff and shows that there has been a decrease in livelihood of white staff members being appointed compared to BME staff members. This is why the graph is moving down and indicated as being a positive move.

- The National WRES 2023 report (published in March 2024) noted that for 76% of NHS trusts, white applicants were significantly more likely than BME applicants to be appointed from shortlisting, an increase from 71% last year

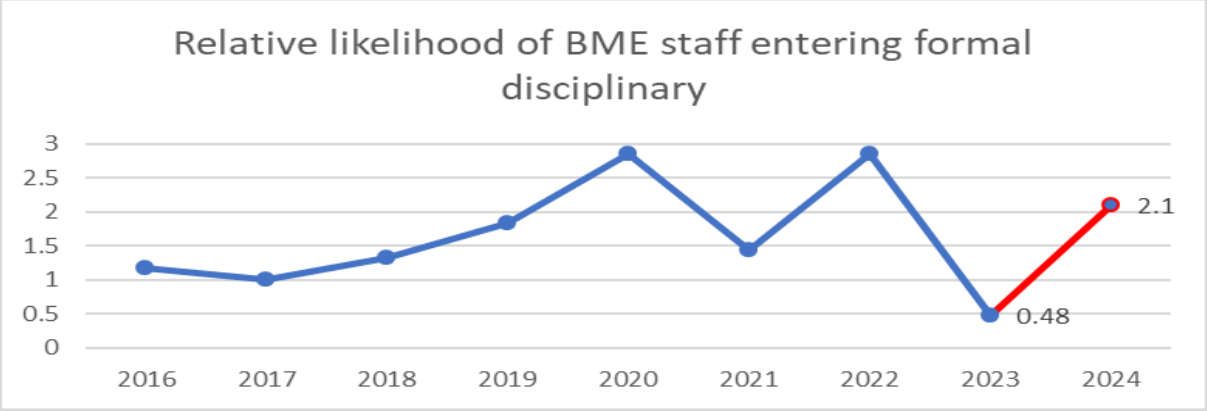
- The report also stated that recruitment from interview metric remains the most difficult to change with the national likelihood ratio remaining broadly unchanged since the inception of the WRES in 2015/16.

- The ROH has seen an improvement from 1.98 to 1.71 which is positive however taking in account the ethnic diversity across the Birmingham areas, there needs to be more improvements achieved on this indicator

- The Trust is positive that the actions on the WRES action plan shown below will enable further progress to be made.

- As part of the inclusive recruitment work, initial sessions for nursing managers have been run jointly by HR and OD and Inclusion team, with support from the Deputy Chief Nurse. These sessions will be further rolled out across the Trust in 2025 (see action plan below).

WRES indicator 3



The relative likelihood of BME staff entering the formal disciplinary process compared to white staff

- Again, noting the National WRES 2023 report, in 46% of NHS trusts BME staff were over 1.25 times more likely than white staff to enter the formal disciplinary process, a modest improvement from 47% last year. The London region performed persistently worst on this indicator, although improvements have been made over the past two years.

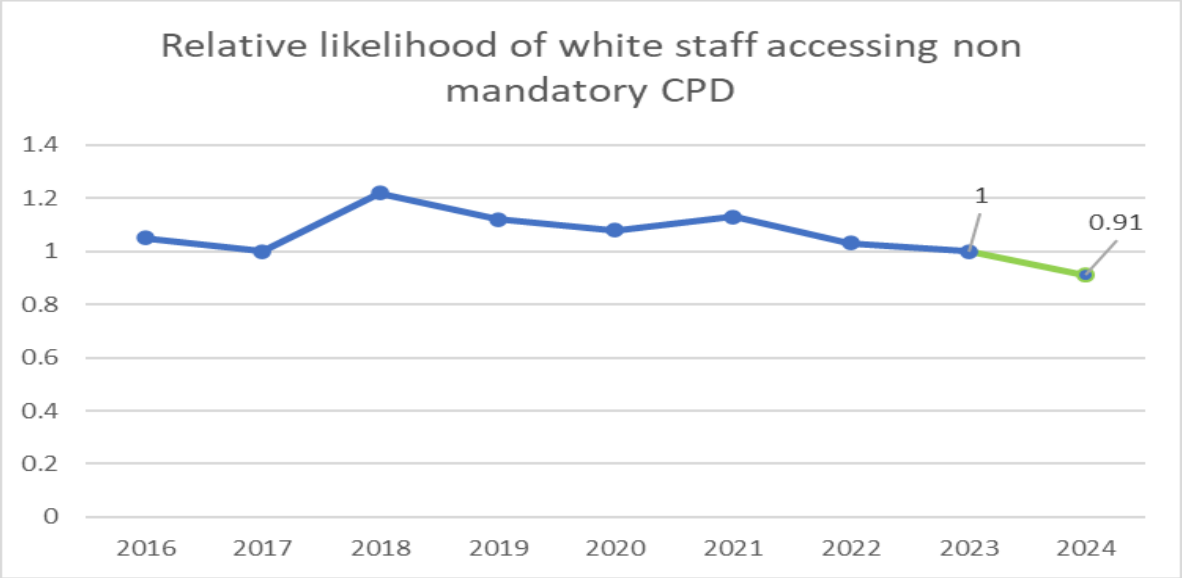
- For 2024, the ROH metric has declined from 2023 at 0.48 to 2.1. This data is from a total of 12 cases across the 12-month period

- Case reviews are undertaken for all disciplinary cases to evaluate proportionality and consistency

- The change from 0.48 to 2.1 may be partly attributed to the increase in cases associated with medical staff which is a more ethnically diverse workforce than other staff groups

- Case assessment panels are to be piloted in 2025 which may help to remove impartiality in the assessment of whether a member of staff enters a formal disciplinary process.

WRES indicator 4



The relative likelihood of white staff accessing non–mandatory training and CPD compared to BME staff

This indicator is calculated for white staff and shows that there has been a decrease in livelihood of white staff members accessing non mandatory training compared to BME staff members. This is why the graph is moving down and indicated as being a positive move.

There has been no significant changes to the indicator and work on new appraisal approach will further enhance staff members having equal access to career conversations and training opportunities.

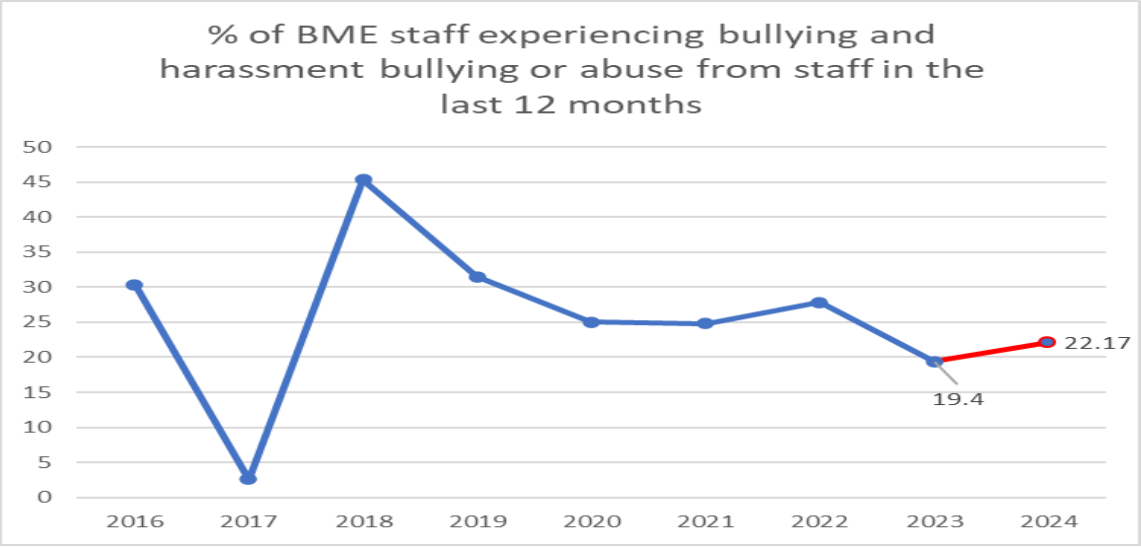
Statistics from the apprenticeship programme show that 35% of learner on the programme are from a BME background and personal development courses continue to be offered to all staff members regardless of staff group. All staff members are also able to attend staff network and other development opportunities.

WRES Indicator 5

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

- It is positive to see a further reduction in this indicator to 11.4% which is lower than the figure for white staff at 17.99%
- This is also lower than the average for Specialist Acute Trusts at 18.54%
- This improvement is reflective of the work undertaken, in part by the Nursing Directorate, to support staff against any issues from patients.

WRES indicator 6



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

- There has been a decline in this figure at the Trust from 19.4% to 22.17%. This is also a decline in the figure than for white staff which is 20.99%.
- It is however more positive than the average figures across Specialist Acute Trust which is 24.23%.

Work will continue to ensure there can be improvements made to this indicator. Examples of this work include the Freedom to Speak Up champions and the Sexual safety charter. This will be supported by work being run within the BSol ICS and the ICS EDI Leads initiatives.

WRES indicator 7

Percentage of BME staff believing the trust provides equal opportunities for career progression or promotion

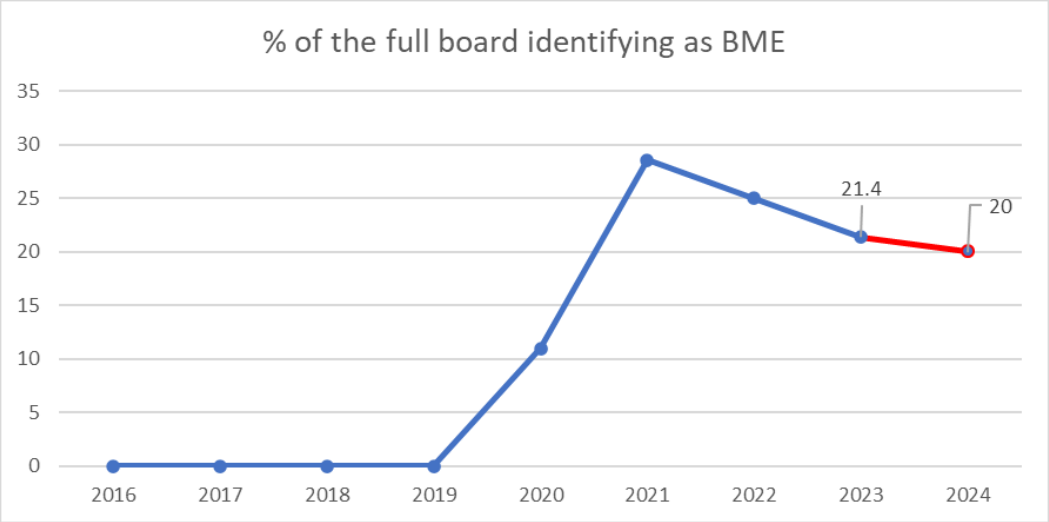
- There has again been a decline in this indicator to 45.54% (compared to white staff at 62.01%). This is also a slightly lower than the average across Specialist Acute Trusts which is 46.44%.
- It is recognised at the Trust and across BSol ICS that work needs to be concentrated on career progression. An example of this is the ICS coaching and mentoring programme and the ROH is supporting this project team.

WRES indicator 8

Percentage of BME staff personally experienced discrimination at work from a manager /team leader or other colleague member of staff

- There has been a slight decline in this indicator at 12.06% from 11.72% in the previous year
- This is still more positive than the average of 15.32% across Specialist acute Trusts.
- Two key initiatives to support improvements in this area include the civility and respect work as part of the People Promise programme and also a new suite of management programmes (these will support the WRES action plan)

WRES indicator 9



Percentage of the full board identifying as BME

- There has been a slight decline from 21.4% to 20% for full board members.
- This figure will change in the next reporting year due to recent recruitment onto Trust Board. It should be noted that this figure is still be lower than the average figure across BSol ICS for 2022/2023 which is 29%.

Update on projects

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 where staff have feedback on key concerns around career progression which has helped to inform the WRES actions action
- Celebration of awareness events such as Black History Month
- Hosting the Caribbean Nurses and Midwife association which focussed on the ‘Future of Global workforce’

- Representation at regional events including the REACH super network to ensure networking and support is available for staff
- Support on 10k Black Intern programme with the Trust hosting our third intern
- Continued support for the Birmingham and Lewisham African and Caribbean Health and Inequalities Review (BLACHIR) project group
- Work to support the Race Equality code has started with an initial session for Trust Board members
- New bank of inclusive questions to be added to recruitment
- Enhanced network of Freedom to Speak up champions

***Please note that some of the work listed above is ongoing and more detail on timelines is shown in the action plan at the end of this report**

Comparison data for WRES Indicators

*Text highlighted shows the best score across the different NHS Trusts

() indicators soccer for other staff

WRES Indicator	Indicator Definition	Royal National Orthopaedic	Robert Jones and Agnes Hunt	Liverpool and Heart	BSol ICB	Birmingham Women and Children's	Birmingham Community Health Trust	Birmingham Mental Health Trust	UHB	ROH2024
5	% of BME staff experiencing harassment, bullying or abuse from patients or public in last 12 months	19.46 (19.73)	17.46 (13.87)	19.70 (11.69)	10.07 (9.95)	18.75 (23.57)	22.60 (21.37)	34.99 (29.0)	23.63 (24.94)	11.44 (17.99)
6	% of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months	24.62 (22.13)	30.16 (19.59)	15.67 (16.37)	28.99 (26.42)	22.83 (21.48)	23.70 (19.31)	23.36 (21.99)	29.66 (27.03)	22.17 (20.9)
7	% of BME staff believing the trust provides equal opportunities for career progression or promotion	45.65 (60.55)	41.27 (61.50)	58.67 (68.19)	32.37 (51.66)	45.34 (62.0)	44.26 (55.93)	52.05 (56.39)	43.23 (52.29)	45.54 (62.01)
8	% of BME staff personally experienced discrimination at work from a manager /team leader or other colleague member of staff	15.48 (8.74)	20.97 (4.58)	10.36 (4.04)	13.57 (9.95)	15.00 (6.15)	15.26 (6.15)	12.26 (8.78)	17.83 (9.30)	12.06 (8.04)

ROH WRES action plan 2024 - 2025

This plan gives an overview of the key areas of work that will be undertaken to support the WRES indicators (see table below with list of indicators). All actions were set in October 2024 and are aligned to the ROH Inclusion Action plan under the six high impact areas.

Indicator	Outcome and Impact	Action	Planned Target date	RAG	Lead	Comments and Updates
	Impact area: Ambassadors					
Indicator 7 Career	Embed an effective Mentoring approach to offer staff from diverse backgrounds support particularly around career development	• Continue work to embed a mentoring approach for colleagues which will be extended to other colleagues • BSOL Coaching and Mentoring Programme	Launch December 2024 Training January 2025		OD and Inclusion Team	Project restarted due to team recruitment completed **Impact** Improvement (to be defined at start of programme) in progression of staff members who are part of the Mentoring programme

RESPECT COMPASSION
EXCELLENCE PRIDE
OPENNESS INNOVATION

	Impact area: Culture					
Indicator 2 Recruitment	Inclusive approach to attracting, recruiting, and retaining staff	**Inclusive recruitment project** • Review options for a diverse interview panel model (Dec 2024) • Guidance for interview panels • Feedback survey from candidates • Internal interview development sessions • Upskilling managers in inclusive recruitment • Work will also be incorporated into future Trust Board recruitment practices • Review data set for shortlisted to appointment to identify of key areas of focus • Work to be underpinned by Restorative Just Learning Culture (RJLC) project including workforce policies	April 2025		Workforce and OD Team Support from the MMEG and other staff networks	Inclusive recruitment training sessions have taken place for nursing colleague and will be extended to other staffing groups with work to start in January 2025 People Promise Manager will be supporting work on Civility and Respect **Impact** 10% improvement in WRES indicator 2 (move to 1.5)

Indicators 5,6,8 Treatment of staff	Launch 'You OK' campaign	Initiative to link with Freedom to Speak up work to support safe conversations	January 2025		MMEG Network OD and Inclusion team Comms Team	**Impact** 10% improvement in WRES indicator 5,6,8
	Impact area: Staff and patient voice					
Indicators 5,6,8 Treatment of staff	Build support for staff networks to include staff, patients, and senior leaders	Interventions to include • Recruitment of MMEG Chair and Deputy Chair • Continue to set up listening session for staff groups supported by Executive sponsors • Support colleagues and managers to ensure individuals can attend networks	December 2024 March 2025		Clare Mair OD and Inclusion Manager MMEG network	Network chair meetings to continue with continuous improvement format **Impact** 20% (on average) attendance at MMEG network meetings
Indicator 1 % staff	Improvement of declaration rates	• With support from staff networks, encourage staff to declare diversity information. • Diversity declaration event at Wellbeing week in line with ICS project			Clare Mair ESR team MMEG and Staff networks	**Impact** 25% improvement in unknown status on ESR diversity data

	Outcome	Action	Target date			Comments
	Impact area: **Education**					
Indicator 4,7 Training and career	Review of new Appraisal approach	• Upskilling managers to adopt new approach with teams • Implementation recommendations from review • To include enhanced career development conversation training with EDI module • Skills development to include civility and respect element	April 2025		Clare Mair	**Impact** 95% completion of appraisal conversations for BME staff with confirmed career conversation undertaken
Indicator 4, 5,6,8 Training and Treatment of staff	Implement education programmes and tools to ensure staff at all levels have an awareness and understanding of EDI topics	Key work to include: • Review Anti-Racist Workshop with launch of ROH Anti Racist statement • Continue to embed EPIC approach • Active Bystander training • Anti racism statement	Feb 2025 May 2025 March 2025 Dec 2025		Michael Hirons Nurse Directorate	Carried forward - Nursing Directorate is leading on Active Bystander training which is due to commence by March 2025 **Impact** 10% in Indicators 5,6 and 8

		• Update Mandatory training slides to support work on RACE Equality Code work				
Indicator 5,6,8 Treatment (and engagement of staff)	Inclusion calendar updated and used to inform network sessions	• Calendar communicated annually to show key dates recognised in celebrating Diversity, Belonging and Inclusion • Action plan in place to highlight specific dates	January 2025		OD and Inclusion administrator Network Chairs	**Impact** 5% improvement of overall engagement score on Staff survey for BME staff
	Impact area: Best practice					
Indicator 1,2,3,4 % staff, recruitment, disciplinary and training General across all indicators	Establishment of links with regional and national NHS colleagues to share best practice	• Working with the organisations above in the partners' section • Leading on regional and national projects where appropriate linked to People Promise • Support on Birmingham and Lewisham African and Caribbean Health Inequalities Review (BLACHIR)	April 2024		Workforce and OD team	Workforce and OD colleagues link in with regional colleagues to work on joint projects, including Black History Month and East & Southeast Asian Heritage month **Impact** Good level of engagement from ROH staff as defined on each project Feedback

	Outcome	Action	Target date			Comments
	Impact area: Data and metrics					
Indicator 5,6,8 Treatment of staff	Developing further NHS compliance data in user friendly format	• Ensure NHS WRES metrics and analysis is made visible and engaging for all staff • Reports show clear progress and future areas of focus	November 2024		OD and Inclusion team Comms team MMEG network	Work undertaken with support from MMEG network Communication to be in line with reports being published at the end of October 2024 **Impact** ROH Staff understand and engage with WRES work and 10% increase in attendance at MMEG network
All indicators	Embedded approach to Equality impact Assessments (EQIA) across all departments.	Recommended work to include documentation, guidance, monitoring, and training is embedded and understood within the Trust Complete quality review on new approach	January 2024 July 2024		OD and Inclusion Team Governance Team	**Impact** Improvement in quality of completed EQIA for defined time period

RESPECT COMPASSION EXCELLENCE PRIDE OPENNESS INNOVATION

All indicators	Race Equality Code implementation (ICS project)	• Diagnostic review • Senior Leader sessions • Analysis of Trust information and Action plan • Sharing of information on the Race code across the Trust to ensure all staff are involved	March 2025		OD and Inclusion Team Trust Board External provider	This project is being run with other Trusts across the ICS, supporting by RSM UK consulting **Impact** 10% improvements across Indicators 5-8 in the staff survey

This work will also be supported by the NHS EDI Improvement plan which includes six High Impact Actions

WRES Indicators

Indicator	Descriptor
1	Percentage of staff members from a BME background
2	The relative likelihood of white applicants being appointed from shortlisting compared to BME applicants
3	The relative likelihood of BME staff entering the formal disciplinary process compared to white staff
4	The relative likelihood of white staff accessing non–mandatory training and CPD compared to BME staff
5	Percentage of staff experiencing harassment, bullying or abuse from patients in the last 12 months
6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
7	Percentage of BME staff believing the trust provides equal opportunities for career progression or promotion
8	Percentage of BME staff personally experienced discrimination at work from a manager /team leader or other colleague member of staff
9	Percentage of the full board identifying as BME