



**Liverpool Women's**  
NHS Foundation Trust

## **NHS Workforce Race Equality Standard (WRES)**

Annual Report 2020

Liverpool Women's Foundation Trust

# CONTENTS

1	Introduction
2	Executive summary
3	WRES progress in 2019/20
4	Conclusion and next steps
Appendix 1	WRES metrics report – 2019/20
Appendix 2	WRES action plan 2020/21

# 1 Introduction

The Workforce Race Equality Standard (WRES) aims to increase diversity and ensure that BAME staff are treated equally and are supported to fulfil their potential at Liverpool Women's hospital.

The WRES annual report details Liverpool Women's hospital WRES data and action plan which highlights our progress to-date and details any actions that the Trust has completed to support BAME colleagues in the workplace.

The Trust recognises that a diverse workforce is better equipped to meet the needs of our diverse communities and good news for staff wellbeing as they enjoy greater workplace opportunities, increased job satisfaction and are better rewarded for their contribution to the NHS. We are committed to taking significant steps to become a truly inclusive employer.

## 2 Executive summary

In 2020 the workforce remains largely static with a marginal increase from 7.9% to 8.5% of BAME employees.

Band distribution has also not changed with the majority of BAME staff holding clinical Band 5, Band 6 and Band 7 posts. The highest banded non-clinical role remains the same as 2019, one individual at Band 8a. The highest banded clinical role (excluding medics) remains one individual at Band 8b.

15% of all applications from April 19 to March 20 were from BAME staff. The relative likelihood of a white member of staff being appointed from shortlisting stage unfortunately increased to 1.35 compared to 0.8 in 2019. This evidences that fewer BAME staff are being appointed compared to white staff relative to those who reach interview stage.

88% of BAME staff believes there are equal opportunities for career progression, this is in line with 2018 Staff Survey results and an increase of 10% compared to 2017 results of 78%. This is better than the national average for BAME staff of 76%.

33% of BAME staff have stated they have experienced bullying, harassment or abuse from a colleague, compared to 17% of white staff. 29% of BAME staff is the national average for specialist Trusts.

For the last 2 years there have been no BAME staff entering the formal disciplinary process.

### 3 WRES progress in 2019/20

As a Trust we have made improvements to the data collection of staff declaring their ethnicity by raising awareness at the start of an employee's journey at corporate induction and communicating regularly requesting employees to update personal details held on ESR. This will improve consistency in reporting and data collection.

Regular recruitment audits take place to monitor applications for employment with the Trust which enables us to review the number of applications and appointments of BAME candidates.

Lunch and learn sessions have taken place to increase awareness for line managers about the meaning and prevention of bullying, harassment, abuse in local areas as ER data within HR evidences that caseload for such matters is low and therefore this is deemed a local engagement matter that requires support. We have issued regular communications trust-wide about bullying, harassment and abuse to capture all employees.

The Trust has launched a Staff Supporters network with diverse members with an equality focus to support BAME staff, they will provide regular visible presence in the Trust and offer staff support, advice and signpost employees to other services with the aim of improving engagement.

A review of Equality, Diversity and Inclusion training has been undertaken and training will be rolled out 2020/2021 to improve the employee experience and engagement and to increase awareness of equality, diversity and inclusion across the Trust.

Cultural training awareness training is to be launched and piloted in November 2020, if successful this will be rolled out throughout the Trust.

A number of surveys have been developed to understand the impact of Covid-19 on BAME staff and has been well received and has enabled the Trust to further develop relationships with BAME colleagues. Listening events have also taken place to listen and provide support to BAME staff and identify any key actions.

The trust launched a BAME network in August 2020 which includes colleagues from different bands and roles across LWH. The aim of the network is to promote inclusivity, share information and ideas on how to increase diversity within the organisation and to work with the Board to increase awareness and understanding across the workforce.

Vitamin D testing was offered to all BAME staff with a high proportionate of staff taking up the offer of a test.

We are aiming to launch career coaching across the Trust for under-represented groups.

## 4 Conclusion and next steps

As a Trust we recognise that some positive work has been undertaken in Workforce Race Equality and illustrates that whilst LWH compares favourably in many indicators compared with other Trusts limited progress has been made to change the cultural make-up of the organisation.

Covid-19 has shone a particular spotlight on the experiences and health outcomes of ethnic minority colleagues however it remains important that we continue to embrace inclusivity across the organisation.

We have highlighted that improvements have been made to the data collection of staff declaring their ethnicity and will continue to raise awareness of this requirement at induction and with regular communication.

There is board level commitment to review the Trust approach to ED & I in its entirety and set some challenging corporate objectives that articular LWH ambition to be amongst the best Trusts in the UK in creating an inclusive culture with diverse leadership at all levels of the organisation.

Specific actions in relation to WRES and will form part of revised Equality objectives (currently in place until 2023) are;

- Positive discrimination at shortlisting stage
- Diverse interview panels for posts above B6
- Enhanced training offer and career coaching for under-represented groups
- Commitment to appoint % of senior staff to under-represented groups
- Commitment to create a development NED role and appoint from an under represented group
- Approach other Trusts to offer their BAME leaders as mentors for LWH staff
- Every senior leader to be offered as a mentor to under-represented groups
- Pilot reverse mentoring for under-represented groups
- Appoint a second F2SU guardian from a diverse group

## Appendix 1 WRES

Detailed below is the organisation's WRES data which was submitted in August 2020 covering the period 1 April 2019 – 31 March 2020

**Indicator 1** Percentage of staff in AfC pay bands or medical and dental subgroups and very senior managers (including executive board members) compared with the percentage of staff in the overall workforce.

(Data source: ESR).

### 1a. Non-clinical workforce

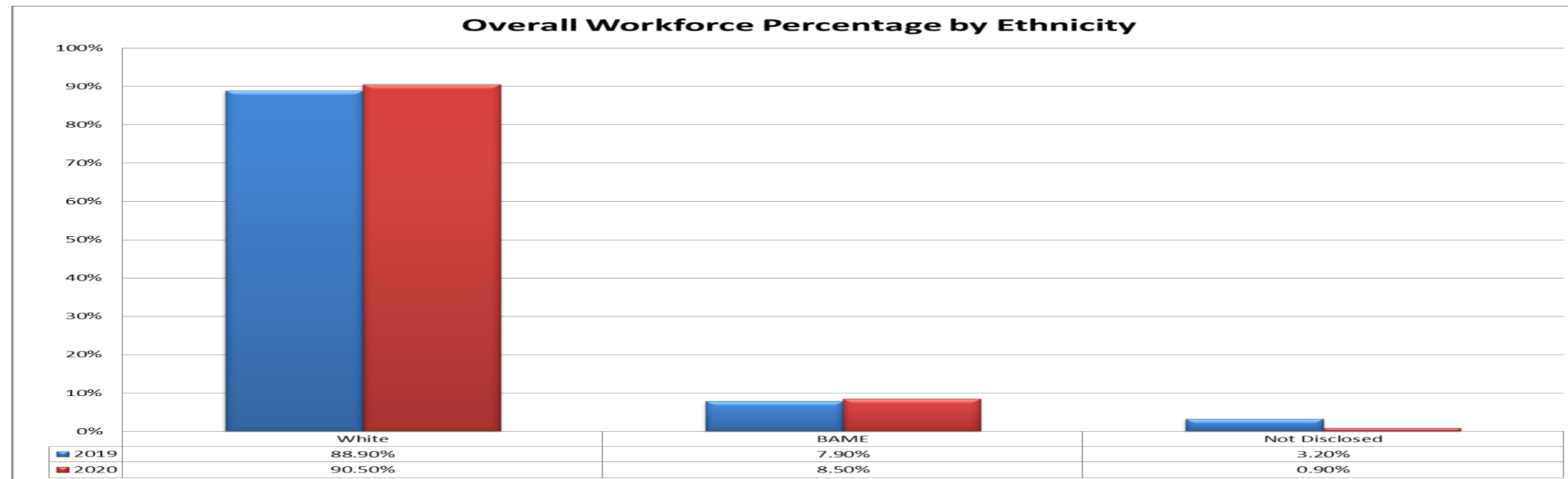
	White staff in 2019	White staff in 2020	White staff in 2019/2020	BAME staff in 2019	BAME staff in 2020	BAME staff in 2019/2020	Unknown/null staff in 2019	Unknown/null staff in 2020	Unknown/null staff in 2019/2020	Total staff in 2019	Total staff in 2020
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
<b>Cluster 1 (Bands 1 - 4)</b>	61.92%	63.36%	1.44%	56.25%	61.11%	4.86%	57.14%	33.33%	-23.81%	200	223
<b>Cluster 2 (Band 5 - 7)</b>	23.18%	21.92%	-1.26%	31.25%	27.78%	-3.47%	14.29%	66.67%	52.38%	76	80
<b>Cluster 3 (Bands 8a - 8b)</b>	6.95%	8.11%	1.16%	6.25%	5.56%	-0.70%	14.29%	0.00%	-14.29%	24	28
<b>Cluster 4 (Bands 8c – 9 &amp; VSM)</b>	7.95%	6.61%	-1.34%	6.25%	5.56%	-0.70%	14.29%	0.00%	-14.29%	26	23

## 1b. Clinical workforce

	White	Disabled staff in 2020	Disabled staff in 2019/2020	Non-disabled staff in 2019	Non-disabled staff in 2020	Non-disabled staff in 2019/2020	Unknown/null staff in 2019	Unknown/null staff in 2020	Unknown/null staff in 2019/2020	Total staff in 2019	Total staff in 2020
	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Percentage (%)	Percentage (%)	% points difference (+/-)	Headcount	Headcount
Cluster 1 (Bands 1 - 4)	20.43%	20.35%	-0.08%	14.71%	12.61%	-2.09%	2.44%	9.09%	6.65%	226	226
Cluster 2 (Band 5 - 7)	68.39%	67.79%	-0.59%	54.90%	53.15%	-1.75%	56.10%	54.55%	-1.55%	782	768
Cluster 3 (Bands 8a - 8b)	5.64%	5.30%	-0.34%	3.92%	3.60%	-0.32%	7.32%	9.09%	1.77%	65	60
Cluster 4 (Bands 8c - 9 & VSM)	0.68%	0.58%	-0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7	6
Cluster 5 (Medical and Dental staff, Consultants)	3.99%	4.92%	0.93%	20.59%	18.92%	-1.67%	24.39%	27.27%	2.88%	72	75
Cluster 6 (Medical and Dental staff, Non-consultant career grade)	0.88%	0.96%	0.09%	5.88%	10.81%	4.93%	7.32%	0.00%	-7.32%	18	22
Cluster 7 (Medical and Dental staff, Medical and Dental trainee grades)	0.00%	0.10%	0.10%	0.00%	0.90%	0.90%	2.44%	0.00%	-2.44%	1	2



## Overall Workforce percentage by Ethnicity



## Indicator 2 – Relative likelihood of staff being appointed from shortlisting across all posts

(Data source: Trust's recruitment data)

	Relative likelihood in 2019	Relative likelihood in 2020	Relative likelihood difference (+/-)
Relative likelihood of White staff being appointed from shortlisting compared to BAME staff	0.80%	1.35%	0.55%

**Indicator 3 – Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary process**

This indicator will be based on data from a two year rolling average of the current year and the previous year

(Data source: Trust’s HR data)

	Relative likelihood in 2018/19	Relative likelihood in 2019/20	Relative likelihood difference (+-)
Relative likelihood of BAME staff entering formal capability process compared to White staff	0.00%	0.00%	0.00%

**Indicator 4 – Relative likelihood of staff accessing non-mandatory training and CPD**

(Data source NHS Staff Survey)

	Relative likelihood in 2019			Relative likelihood in 2020		
	White	BAME	Unknown	White	BAME	Unknown
Relative likelihood of staff accessing non-mandatory training and CPD	96.84%	97.46%	93.75%	100.00%	100.00%	100.00%

## Indicators 5 – 8

(Data source: NHS Staff Survey)

	2018 White	2018 BME	2018 Ethnicity unknown/Nul	2019 White	2019 BME	2019 Ethnicity unknown/Nul
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	22.3%	14.1%	-	20.9%	15.3%	-
Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	20.8%	25.8%	-	17.1%	33.9%	-
Percentage believing that the trust provides equal opportunities for career progression or promotion	88.4%	78%	-	89%	87.9%	-
In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues	4.5%	8.3%	-	5.2%	7.4%	-

## Indicator 9 – Percentage difference between the organisations' Board voting membership and its overall workforce

(Data source: NHS ESR and/or trust's local data)

	White Board members in 2019	BAME Board members in 2019	Board members with Ethnic status unknown in 2019	% points difference (+/-) between White Board members and BAME staff in overall workforce	White Board members in 2020	BAME Board members in 2020	Board members with Ethnic status unknown in 2020	% points difference (+/-) Between White and BAME Board members in 2020
	Percentage (%)	Percentage (%)	Percentage (%)		Percentage (%)	Percentage (%)		
<b>Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated by Exec/non-exec and Voting/non-voting.</b>	Exec = 80%	Exec = 20%	Exec = 0%	Total Board-Overall Workforce =	Exec = 100%	Exec = 0%	Exec = 0%	Total Board-Overall Workforce =
	Non-exec = 100%	Non-exec = 0%	Non-exec = 0%	White: 4%	Non-exec = 83.3%	Non-exec = 16.7%	Non-exec = 0%	White: 1.8%
	Voting = 92.09%	Voting = 7.1%	Voting = 0%	BAME: -0.7%	Voting = 92.3%	Voting = 7.7%	Voting = 0%	BAME: -0.8%
	Non-voting = 0%	Non-voting = 0%	Non-voting = 0%	Unknown: -03.2%	Non-voting = 0%	Non-voting = 0%	Non-voting = 0%	Unknown: -0.9%
				Difference = percentage points				Difference = percentage points

## APPENDIX 2 - WRES action plan 2020/21

Objective	Action/s	Timescales	Lead/s	Why
Introduce a LWH Staff Support Network with an equality focus.	Identify staff who would like to become a staff supporter Provide training to all staff supporters Invite participation from diverse groups by sharing with the BAME network and approaching colleagues. Launch staff support initiative and communicate across the trust who the staff supporters are, purpose of the role and photographs to easily identify who they are.	September 2020	EDI Advisor	To provide a staff support network with diverse members to support staff across the Trust to improve engagement.
Improve BAME representation in non-clinical roles between Bands 6-9	Introduce career clinics for BAME staff. BAME Individuals to be identified for Reverse Mentoring for inclusion at LWH outline to be drawn up and any training required identified. Gather a list of community groups to enable positive targeting of applicants. Adverts to be amended to include positive recruitment message. Gather information relating to positive recruitment via ED & I network and identify any agencies suitable for inclusive employers.	Ongoing	EDI Advisor/HRBP/L&D Manager	To increase diversity and representation within non-clinical roles bands 6 – 9 across the Trust
A review of Equality, Diversity and Inclusion training is to be undertaken and any gaps identified and training provision sourced.	Conduct an audit of current ED & I training Identify any gaps in training provision Source appropriate training provision Communicate additional training provision and delivery of additional training across the Trust Introduction of cultural awareness training to be piloted in November.	January 2021	EDI Advisor/HRBP/L&D Manager	To improve the employee experience and engagement for all staff and to increase awareness of equality, diversity and inclusion across the Trust.
Monitor applications for employment within the Trust throughout the recruitment & selection process on a quarterly basis.	Request data from outsourced recruitment contract on a quarterly basis Audit a selection of jobs from each band. Review our recruitment position and consider as a Trust the offer a guaranteed interview scheme for BAME applicants who meet the minimum selection criteria for bands 6 – 9. Consider Diverse interview panels for roles above a band 6 Review staff survey responses to the 2020 staff survey in relation to equal opportunities available to BAME employees.	September 2020	EDI Advisor	To increase the number of applicants and appointments for BAME candidates with particular focus on non-clinical posts.
Increase awareness for line managers about the meaning and prevention of bullying, harassment, abuse in local areas via HR 'Lunch & Learn' sessions and Trust-wide communications  Hold future listening events on the subject of 'Fair and Just culture' incorporating issues relating to Bullying and	ER data within HR evidences that caseload for such matters is low and therefore, this is deemed as a local engagement matter requiring support.  Additional HR Lunch and Learn sessions to take place this year for Dignity at work (Bullying and Harassment) dates to be confirmed.  Focus group to be arranged to discuss this issue via the	December 2020	HR Team	WRES submission (2019) shows 33.9% of BAME staff experienced bullying, harassment or abuse from a colleague in the last 12 months against the national average of 29.4%.

Harassment	BAME network group.			
Develop and deliver survey's specifically for BAME staff in relation to impact of Covid-19	Develop and implement a survey for BAME staff to understand if they felt supported during Covid-19 and to ask for feedback in terms of any additional measures or support that could be put in place.  Develop and implement a survey to ask BAME staff if they would like to be tested and treated for vitamin D.	July 2020	HRBP	Reports outline that BAME staff are likely to be disproportionately affected by Covid.
Implement a listening event for all BAME staff in relation to how Covid-19 has impacted them and any additional support required	Arrange a Listening event for all BAME staff in relation to how Covid-19 has impacted them and any additional support in June 2020 Key actions identified – BAME network to be set up, Vitamin D testing and review of EDI training	July 2020	HRBP/EDI Advisor	To provide support to BAME staff and to identify any key actions.
Set up a BAME Network at LWH	Identify who would like to be involved in the network Arrange first BAME network meeting and identify attendees Provide brief outline of terms of reference for the meeting Provide ongoing support and the link between the network, HR and Board	Ongoing	HRBP/EDI Advisor	To support LWH to build a diverse talent pipeline for the future. Promote inclusivity, share information and ideas on how to increase diversity within the organisation and work with the Board to increase awareness and understanding across the Trust.
Appoint a second Freedom to speak up guardian from a diverse group	Gain authorisation for recruit to the role Draw up the advert and selection criteria specifically highlighting the requirement for an applicant from a diverse group. Recruitment process to be followed	January 2021	Deputy Workforce Director/EDI Advisor	To increase diversity within LWH and provide further support to the diverse workforce at LWH.
Set a % target to recruit to under-represented groups in senior roles and Board	Identify a % target and gain agreement from Board Agree a strategy for targeted recruitment and processes	April 2021	Deputy Workforce Director/EDI Advisor	To increase diversity and representation in senior and Board roles across the Trust
Communicate internal promotion within diverse groups to promote visible role models across the Trust	Work with Communication Department to agree a process for communicating promotions of BAME staff members across the Trust	April 2021	HRBP/EDI Advisor	To increase awareness of promotions of BAME staff and an ethic of role models across the Trust.