



Sheffield Health
and Social Care
NHS Foundation Trust

▶ Workforce Race Equality Standard

Report and Action Plan 2022



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The NHS Workforce Race Equality Standard

The Workforce Race Equality Standard (WRES) is a national standard that aim is to respond to lack of progress in race equality in the NHS.

NHS organisations are expected to report on and demonstrate progress against nine workforce 'metrics.

- Four metrics associated with workforce data
- Four Staff Survey metrics reported by ethnicity, and
- One metric focused on Board diversity

In 2021 the national WRES team introduced a new way of measuring progress with the introduction of the WRES 'Disparity Ratio'.

Report Content and Our Priorities

Following a change in national guidance people who have a Bank only contract are now excluded from this WRES report however there is national plan to introduce a separate Bank WRES report which we will respond to when details have been published. Metrics that are based on the NHS Staff Survey do not include people who have a Bank only contract anyway so the only metrics that may be affected by the exclusion of bank staff are metrics 1, 2, 3 and 4.

This report covers our WRES data report submitted to NHS digital in August 2022 however the data in WRES reports are based on the previous year's Staff Survey results (i.e., 2021 in this report) and staff information as of the 31st of March 2022.

Our report highlights areas of progress and areas where improvement is still required the action we are taking, and the impact of this action. Our action plans have been updated for 2022/23.

Throughout this report you will see the abbreviations BME used and also reference to our Ethnically Diverse staff, reference o staff as ethnically diverse rather than BME or BAME has been agreed by or Ethnically Diverse Staff Network Group however the WRES data return and national reports refer to BME staff and White Staff so for consistency we continue to use the abbreviation BME in our tables and charts, BME in the context of the WRES are any staff that identify as being in a ethnicity group other than 'White'.

In April 2022 the national WRES team provided a tailored report to each NHS organisation based on their 2021 WRES data return, the report provided a deeper analysis of the historic trends for each of the indicators, and a comparison of our metrics against the regional and

national picture. This report suggested that our organisational priority for action should be on the following areas:

Harassment, bullying or abuse from patients, relatives, or the public in last 12 months against BME staff (Metric 5)

Career progression in clinical roles (lower i.e., below Band 5) to upper levels i.e., 8a Upwards) measured through the 'disparity ratio'.

Career progression in clinical roles (lower i.e., below Band 5 to middle levels i.e., Band 6 and 7) measured through the 'disparity ratio'.

This analysis aligned with our existing priorities, but we had also prioritised action in relation to Metric 3.

People Who Work in Our Organisation

The Percentage of people in our organisation who identify as being in a BME ethnicity group.

	White	BME	Not Known
2022	76.2%	14.1%	9.8%
2021	73.9%	16.7%	9.4%
2020	76.2%	14.6%	9.2%

We anticipated that the exclusion of people on bank only contracts would reduce our overall percentage of ethnically diverse staff, this is now reduced to 14.1%. In 2021 we identified that we wanted to reduce the percentage of not known however an exercise to focus on this has again been delayed. We have identified the areas with the highest percentage of not know which are in the clinical agenda for change bands 4 ,5 and 6 and in the medical and dental groups.

The Percentage of Staff by Pay Bands Compared With the Percentage in the Overall Workforce (WRES Metric 1)

Metric one of the WRES is split into Clinical and Non- Clinical staff groups.

The tables below show the breakdown of staff in the clinical, non – clinical and medical groups and people who are paid on pay grades/bands other than agenda for change or medical pay contracts.

The tables highlight where the ethnicity diversity of the organisation is above the organisation average i.e., higher than 14% in 2022 and 16% in 2021 and above 16% which is the percentage of the population in Sheffield 18 – 65 (2011 Census using the relevant ethnicity groupings indicated by the WRES technical guidance). The tables also highlight that our organisations has a high percentage of not known compared to the average for the region which is 3%¹ and where there is a higher-than-average percentage of not know.

Amber - In line with organisation average ethnicity but below the comparable Sheffield City population (18 – 65) Green - above or equal to the comparable Sheffield City population (18 – 65). **Orange** - greater than the region WRES average of not known currently 3%.

NON-CLINICAL	2021	2022	2021	2022		2021	2022
	White	White	BME	BME		Not Known	Not Known
Band 2	77.5%	82.9%	12.5%	9.9%		10.0%	7.2%
Band 3	80.3%	82.1%	12.1%	11.0%		7.6%	6.9%
Band 4	88.8%	89.0%	5.2%	6.6%		6.0%	4.4%
Band 5	78.8%	78.4%	9.4%	14.8%		11.8%	6.8%
Band 6	86.7%	84.2%	8.9%	7.0%		4.4%	8.8%
Band 7	89.1%	84.4%	1.8%	6.7%		9.1%	8.9%
Band 8A	91.2%	94.4%	2.9%	0.0%		5.9%	5.6%
Band 8B	86.4%	87.0%	4.5%	4.3%		9.1%	8.7%
Band 8C	81.8%	90.0%	9.1%	10.0%		9.1%	0.0%
Band 8D	83.3%	100.0%	0.0%	0.0%		16.7%	0.0%
Band 9	100.0%	100.0%	0.0%	0.0%		0.0%	0.0%
VSM	66.7%	75.0%	0.0%	0.0%		33.3%	25.0%

CLINICAL	2021	2022	2021	2022		2021	2022
	White	White	BME	BME		Not Known	Not Known
Band 2	59.1%	61.9%	30.2%	29.1%		10.7%	9.0%
Band 3	75.5%	79.3%	15.4%	13.3%		9.1%	7.4%
Band 4	78.4%	70.4%	14.4%	14.1%		7.2%	15.6%
Band 5	61.4%	65.1%	21.8%	21.0%		16.8%	13.9%
Band 6	83.2%	77.2%	9.6%	10.8%		7.2%	11.9%
Band 7	82.0%	81.7%	11.5%	11.8%		6.6%	6.6%
Band 8A	86.5%	86.5%	5.2%	4.8%		8.3%	8.7%
Band 8B	100.0%	100.0%	0.0%	0.0%		0.0%	0.0%
Band 8C	86.7%	92.3%	13.3%	7.7%		0.0%	0.0%
Band 8D	66.7%	57.1%	33.3%	42.9%		0.0%	0.0%
Band 9	0.0%	0.0%	0.0%	0.0%		100.0%	100.0%
VSM	100.0%	100.0%	0.0%	0.0%		0.0%	0.0%

¹ WRES National Report 2021 page 8 <https://www.england.nhs.uk/wp-content/uploads/2022/04/Workforce-Race-Equality-Standard-report-2021-.pdf>

MEDICAL	2021	2022	2021	2022		2021	2022
	White	White	BME	BME		Not Known	Not Known
Consultant	53.1%	50.0%	36.7%	40.0%		10.2%	10.0%
of which senior medical manager	100.0%	100.0%	62.5%	25.5%		0.0%	12.5%
non- consultant career grade	57.7%	50.0%	34.6%	30.0%		7.7%	20.0%
trainee grade	64.1%	62.5%	28.2%	25.0%		7.7%	12.5%

OTHER PAY GRADES	2021	2022	2021	2022		2021	2022
	White	White	BME	BME		Not Known	Not Known
Other Pay Grade All	68.0%	55.6%	28.0%	17.8%		4.0%	26.7%

Clinical		46.7%		6.7%			46.7%
non - clinical		60.0%		23.0%			16.7%

Change in the Numbers of Ethnically Diverse Staff in Our Organisation Between 31st March 2019 and the 31st of March 2022

The table below shows the change, by ethnicity, in the numbers of staff working in agenda for change pay bands from 2019 to 2022 (see appendix one for more detail).

	Increase /Decrease in White Staff by Band 2019/2022	Increase /Decrease in Ethnically Diverse Staff by Band 2019/2022	Increase /Decrease in Not Known by Band 2019/2022
Band 2	-135	-60	-41
Band 3	-55	-16	-54
	NB 2019 included bank	NB 2019 included bank	NB 2019 included bank
Band 4	40	7	18
Cluster 1 Total	-160	-71	-77
Band 5	-81	5	10
Band 6	2	22	29
Band 7	15	10	9
Cluster 2 Total	-64	37	48
Band 8A	29	-2	5
Band 8B	3	0	1
Cluster 3 Total	32	-2	6
Band 8C	1	1	-3
Band 8D	-5	1	0
Band 9	-2	0	0
Cluster 4 Total	-6	2	-3

Our Recruitment and Promotion Action Plan and Disparity ratio Action Plan can be found in Appendix 2 progress is highlighted, both action plans have been updated based on our current data and progress.

WRES Disparity Ratio

The WRES Disparity ratio helps us to review how our staff are represented in career progression to more senior roles, it looks at the difference in the proportion of BAME staff across Agenda for Change bands compared to the proportion of White staff in those bands in three tiers:

- a. Bands 5 and below ('lower')
- b. Bands 6 and 7 ('middle')
- c. Bands 8a and above ('upper')

Disparity Ratio figure of 1.00 would indicate equity in the progression of White and BME staff groups. A target of 1.25 has been set nationally for achievement by 2025.

We now report progress towards this target quarterly in our recruitment and retention governance groups. The table below shows the progress we are making to reduce our Disparity Ratio to June 2022. As noted above Bank staff are excluded from the WRES however we have included data with bank and excluding to show how this group of staff impact on our disparity ratio data.

	2020	2021		2022		Nursing and Midwifery 2022	
	Disparity Ratio Includes Bank	Disparity Ratio Including Bank	Disparity Ratio Excluding Bank	Disparity Ratio Including Bank	Disparity Ratio Excluding Bank	Disparity Ratio Including Bank	Disparity Ratio Excluding Bank
lower to middle	2.54	2.54	1.74	2.14	1.60	1.32	1.03
middle to upper	1.28	1.87	1.81	2.71	2.47	-	-
lower to upper	3.27	4.73	3.14	5.82	3.97	-	-

The Nursing and Midwifery figures are blank for 'Middle to Upper' and 'Lower to Upper' because the calculation requires at least one BME nurse at Band 8a or higher. As of 31 March 2022, there were no ethnically diverse nurses higher than Band 7.

The figures for 2022 show an improvement in BME substantive staff moving from 'Lower' (Bands 2-5) to 'Middle' (Bands 6-7). The number of BME staff at 'Upper' (Bands 8a or higher)

has reduced in the last financial year and this affects the 'Lower to Upper' and 'Middle to Upper' results.

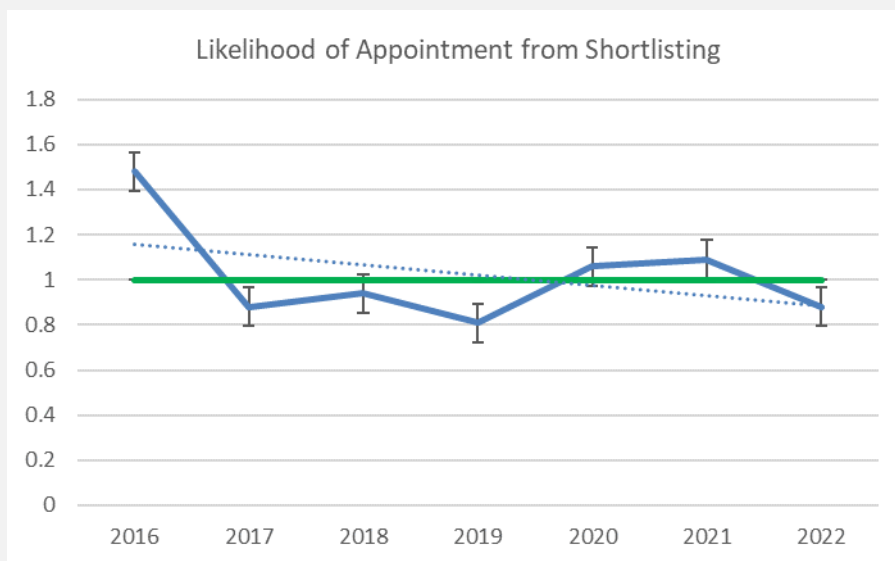
'Relative Likelihood' WRES Metrics Two Three and Four

The following three metrics indicate the relative likelihood of ethnically diverse (BME) candidates being appointed from shortlisting, staff entering a formal disciplinary process and staff accessing non mandatory training.

A figure of 1.00 suggests an equal position however the calculation of these data can be affected by changes in the denominator and small numbers. It's beyond the scope of this report to present our data taking account of these factors but where this may be a factor in changes (positive or negative) we have noted this in our report.

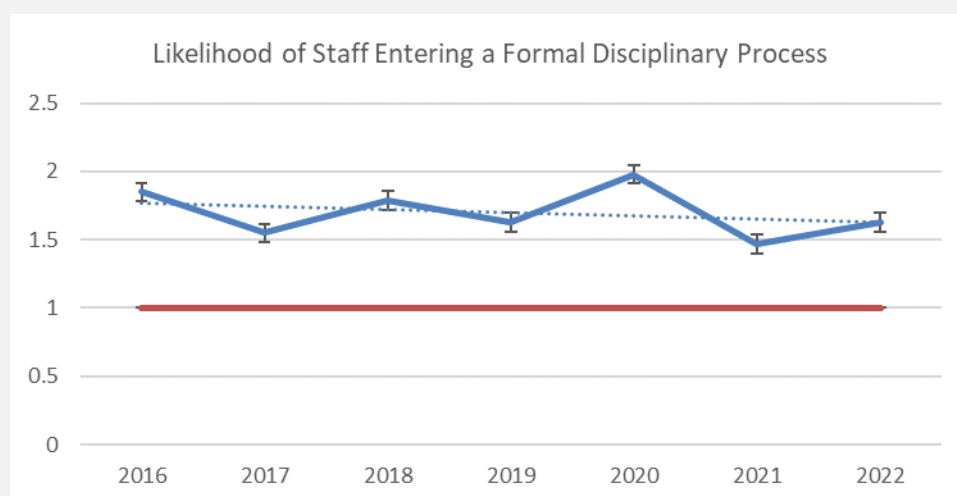
The tailored report we received from the national WRES team took account of statistical significance in assessing which areas we should prioritise for action for metrics 2, 3 and 4

Likelihood of People Being Appointed From Shortlisting (WRES Metric Two)



Our data as 31st March 2022 calculates a metric of **0.88** indicating that BME applicants are slightly more likely to be recruited from shortlisting. The table above shows the variance in this metric from 2016 onwards and indicates that relatively speaking ethnically diverse and White applicants have a broadly equal opportunity of being appointed from shortlisting.

Likelihood of Staff Entering the Formal Disciplinary Process, Measured By Entry Into a Formal Disciplinary Investigation (WRES Metric Three)

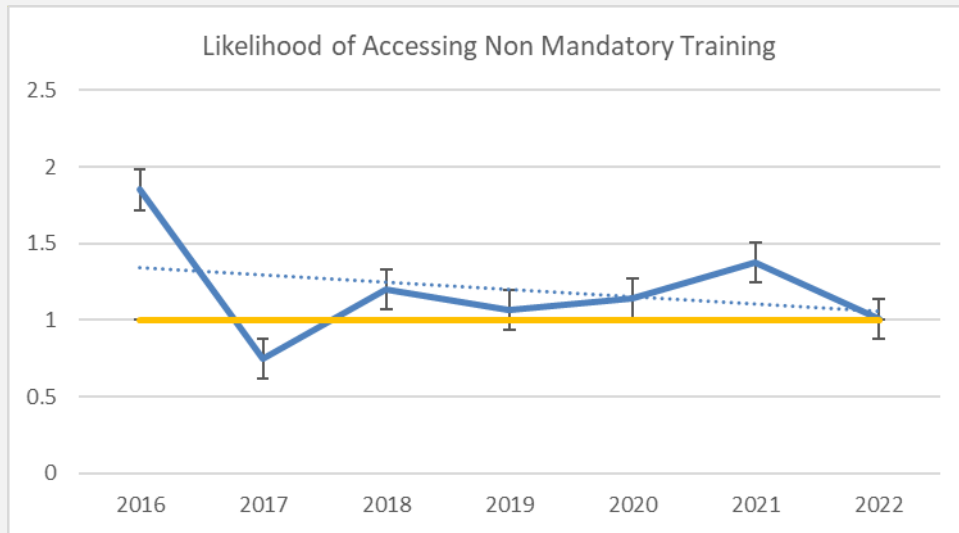


Our data as 31st March 2022 calculates a metric of **1.63** indicating that ethnically diverse staff are more likely to enter the formal disciplinary procedure than White staff. The table above shows the variance in this metric from 2016 onwards. In our 2021 report we anticipated a continued downward trajectory for this metric unfortunately the increase seen is associated with one incident, in this case a senior manager reviewed the case and concluded that the situation should not have involved formal disciplinary action, this review process reflects the work that is ongoing done on developing a Just and Learning Culture however this intervention took place after the disciplinary process had been initiated. Without this incident the relative likelihood figure would have been **0.55**.

Despite this increase and the impact of the cases mentioned above our disciplinary cases overall are falling and we have been reviewing cases quarterly to support more immediate attention to trends. The table below shows the change in the number of cases entering a formal disciplinary procedure in 2021 /2022, we continue to monitor this data quarterly and develop an approach based on a Just and Learning Culture this includes some check points within our current process however these still need to be embeded into practice across the organisation.

	Apr – Jun 2021-22	Jul – Sep 2021-22	Oct to Dec 2021-22	Jan to Mar 2021-22	Apr – Jun 2022-23
White staff	3	3	6	1	-
BME staff	1	2	-	-	1
No ethnicity	1	-	1	-	-
Total	5	5	7	1	1

Likelihood of Staff Accessing Non-Mandatory Training and CPD. (WRES Metric Four)



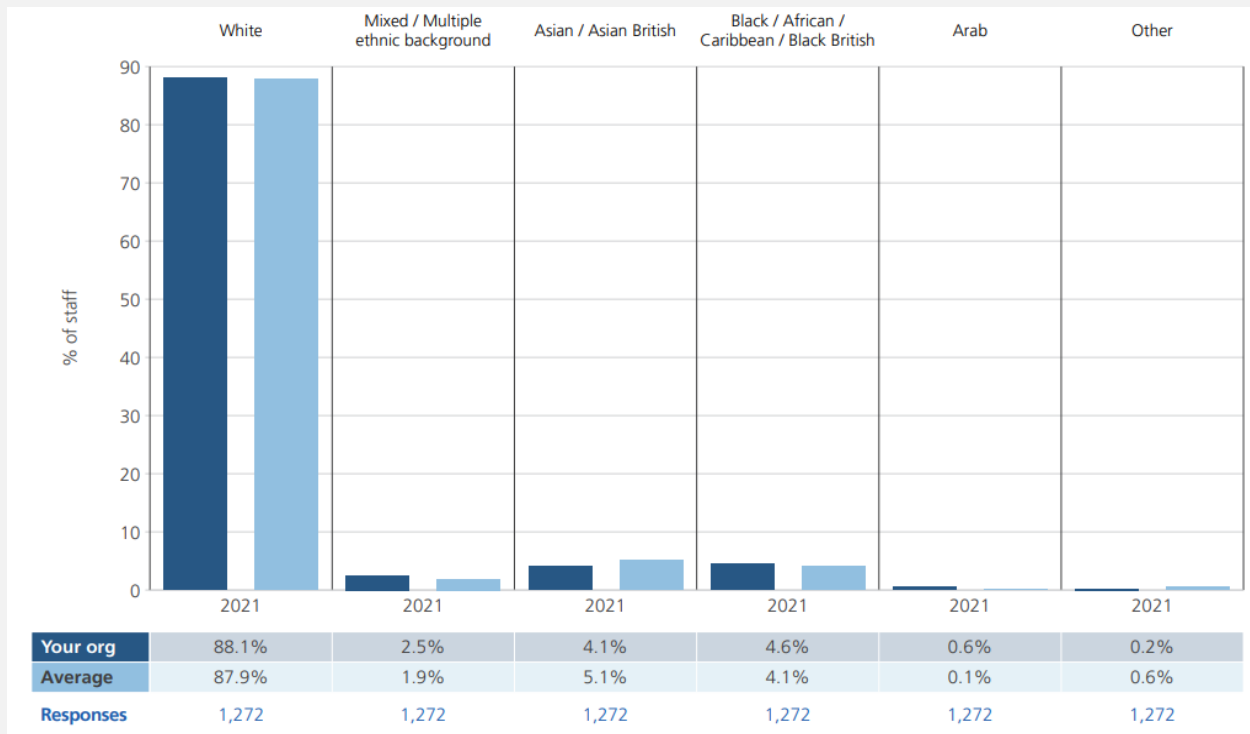
Our data as 31st March 2022 calculates a metric of **1.01** indicating that ethnically diverse staff are equally likely to access on mandatory training as White staff. The table above shows the variance in this metric from 2016 onwards and indicates that there has been variance in our metric score over time which is why we have indicated this as amber at the moment, even though our WRES indicator is positive, we believe the variance is due to changes in the way we collect this data rather than significant changes in access to training and development. We will also rely on local data for individual courses such as our new Leadership Development Programme and as much as the WRES metric to track equal opportunity to access in these areas.

The NHS Staff Experience Survey 2021 (WRES Metrics Five, Six, Seven and Eight)

WRES Metrics Five, Six, Seven and Eight are taken from the NHS staff experience annual survey, they compare the outcomes of the responses for White and BME staff. In this 2022 WRES report the 2021 staff survey results are referred to and are part of our 2022 WRES return.

Ethnically Diverse Groups Completing the NHS Staff Survey in 2021

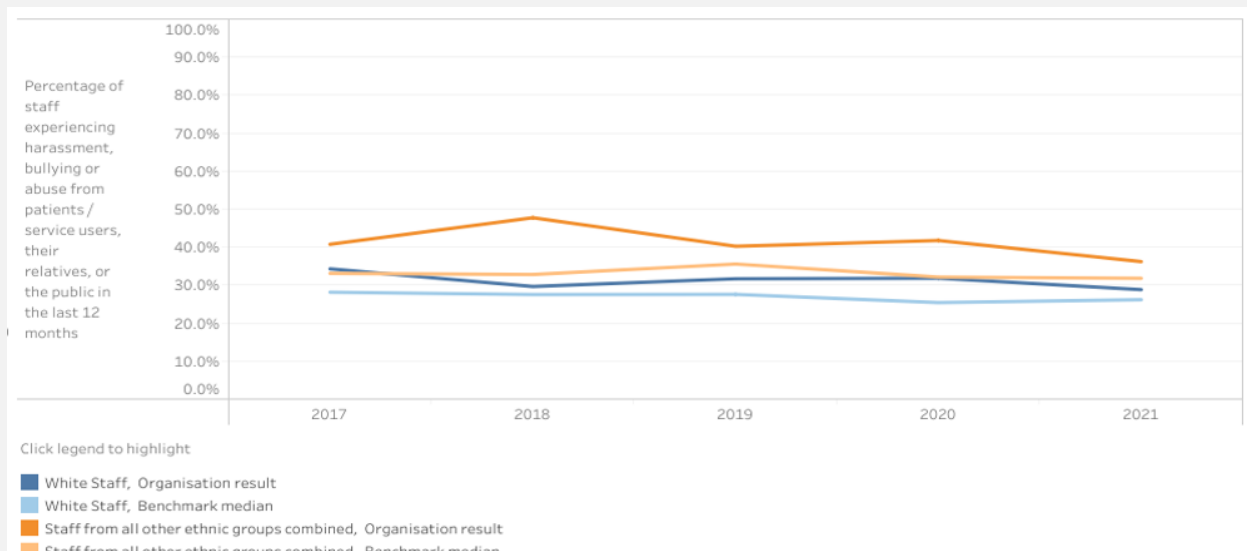
The percentage number of staff, from different ethnicity groups completing our 2021 staff survey compared to other organisations in our benchmark group is provided in the table below.



- The percentage of people who identify as White responding to the 2021 survey is in the same as the benchmark group.
- In our organisation staff from an Asian / Asian British group, and
- Staff from mixed and multiple heritage groups also appear to have a higher representation in our organisation.

The Percentage of Staff Experiencing Harassment, Bullying or Abuse From Patients, Relatives, or The Public in Last 12 Months (WRES Metric 5)

As we have noted in the introduction to this report our 2022 focused report from the national WRES team suggested that we should focus specifically on this metric. In our organisation we have a 'Zero Tolerance of Hate' working group that has been taking forward action, details of our action plan can be seen in appendix 2 of this report. The table below shows a reduction over time in the percentage of ethnically diverse staff saying they have experienced harassment or bullying from service users in the last 12 months. Although this is positive there has also been a reduction for White staff and our organisation is higher than the benchmark



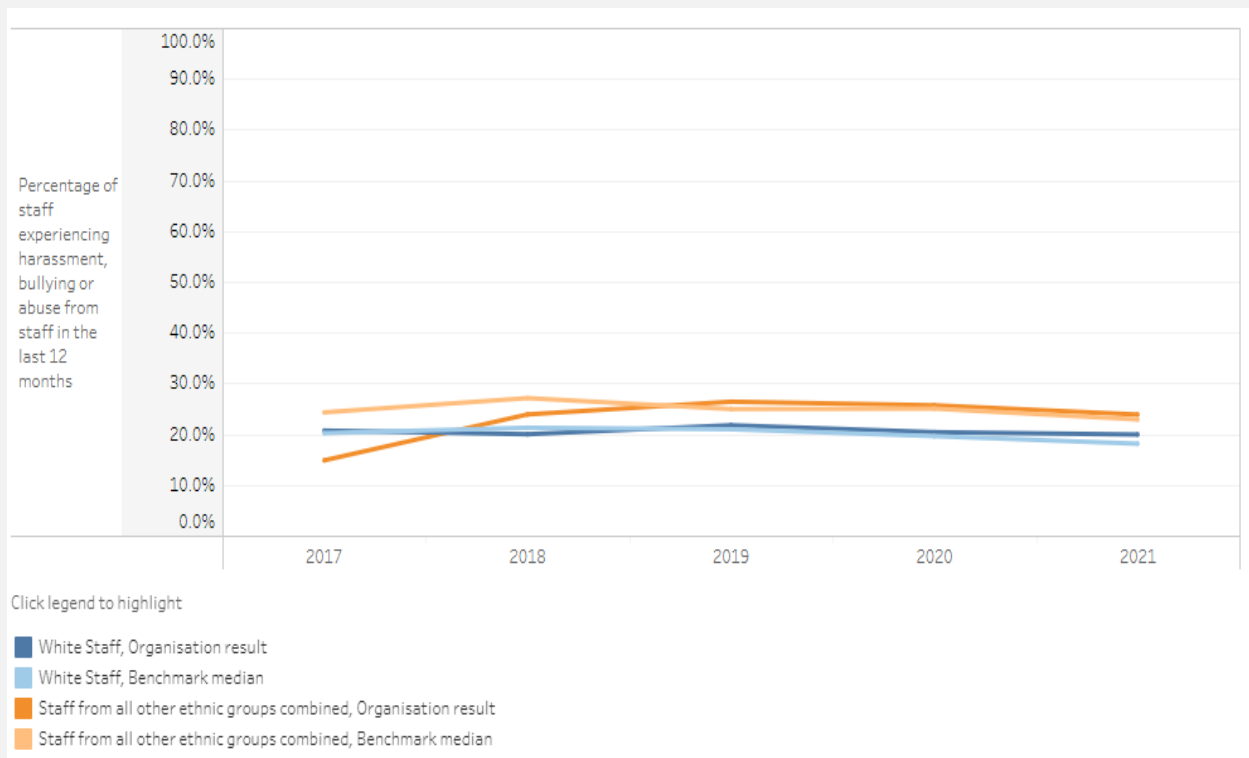
Measuring progress in this area is not only about reducing incident reports, for example in terms of reported incidents we would expect that in the short to medium term the number of reports may actually increase because we know that incidents are underreported at the moment.

We have progressed the following areas:

- We have improved the content and focus of our incident reports, incident report grading has been reviewed and now reflects the impact of racism on our staff – this improvement has been welcomed by people working in our services.
- Our risk department now review incidents so that patterns of incidents involving the same service user can be identified and then reviewed across our services – this supports coordinated action and also helps us to work in collaboration with South Yorkshire Police.
- We have introduced a Standard Procedure for reporting racist and other types of hate incidents the procedure also emphasises ensuring staff are supported when experiencing racism in our services – the procedure has been rolled out in our acute in-patient services.
- We are also establishing a central ‘third party’ hate crime reporting centre this will be administered through our EDI team. The Sheffield City hate crime lead has been working closely with our organisation in supporting the introduction of this initiative
- We are also developing case studies of good practice so that services can develop a range of approaches in responding to racism from service users these are based on approaches taken by services over the last year in response to racism.

- We shared good practice at a Quality Improvement Forum event and continue to collaborate internally and externally in responding to racism from people who use our services.

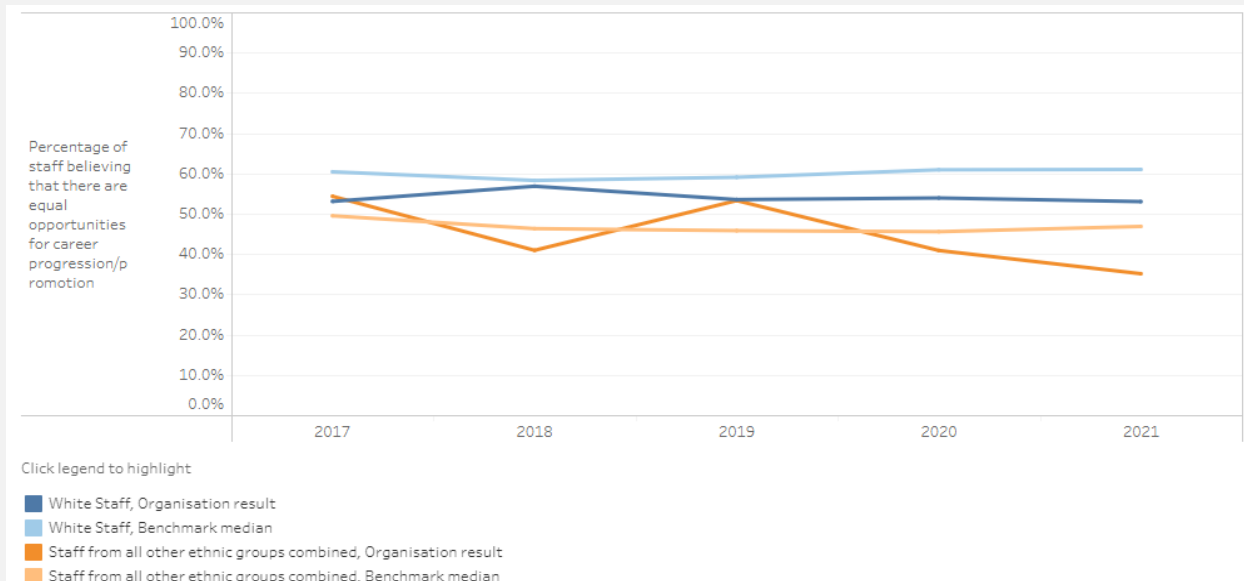
Percentage of Staff Experiencing Harassment, Bullying or Abuse From Other Staff in Last 12 Months (WRES Metric 6)



Our 2021 survey results show a small reduction in the percentage of ethnically diverse staff experiencing bullying or abuse from other staff.

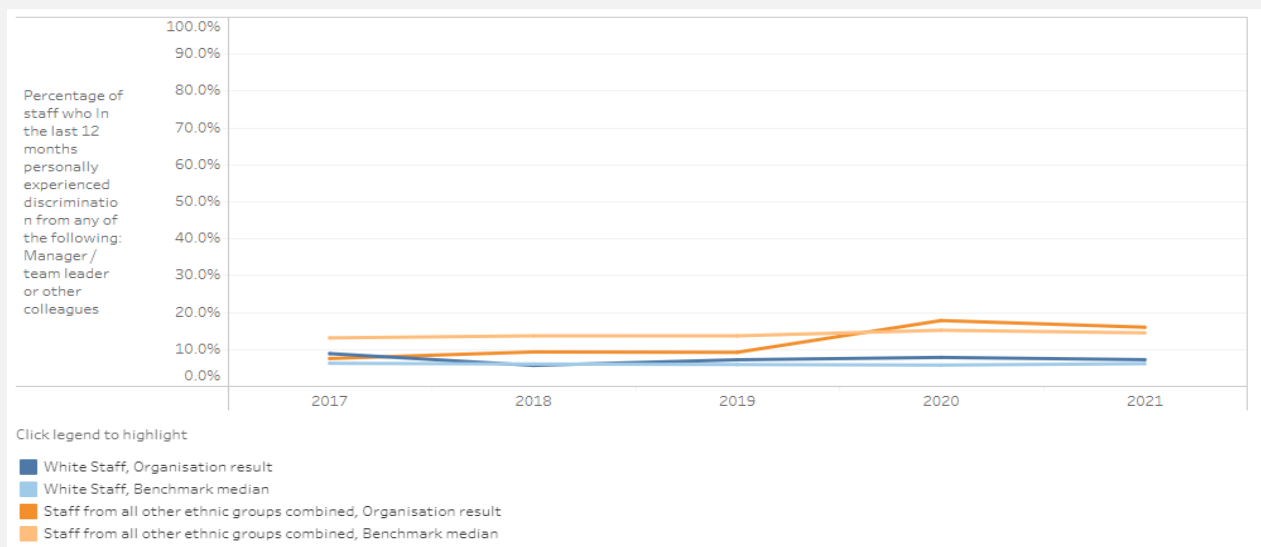
In 2021 we reported that we were due to appoint to a new post, EDI engagement lead (WRES), this post has been recruited to, the post holder has been involved in interventions using our Just and Learning culture approach which have had positive outcomes, again we have used these as case examples to develop shared learning.

Percentage of People Believing That Trust Provides Equal Opportunities For Career Progression or Promotion (WRES Metric 7)



Unfortunately, our 2021 staff survey results indicate a large reduction in the percentage of ethnically diverse staff who believe that our organisation provides equal opportunity for career progression. Our action plans continue to focus on action to improve this.

Percentage of People Who Say They Have Personally Experienced Discrimination at Work From a Manager/Team Leader or Other Colleagues in the Last 12 Months (WRES Metric 8)



This metric indicates a reduction from 2020 to 2021 however it has increase over time this metric also remains above the benchmark.

Percentage Difference Between the Organisations' Board Voting Membership and Its Overall Workforce (WRES Metric Nine)

Trusts are required to look at the percentage difference between the organisations' Board membership and its overall workforce and the data reported is disaggregated:

- By voting membership of the Board
- By executive membership of the Board

For SHSC in 2022 our overall BME ethnicity is 14% a reduction from 16.7% in 2021.

The Percentage of Board members from a BME group as of 31st March 2022 was 8% a difference of -6% against the overall workforce. The percentage of BME voting Board members was 9%, and Executive Board members 0%

High Impact Actions Recruitment and Promotion Actions

The national People Plan requires organisations to overhaul recruitment and promotion practice to improve diversity in organisations and six high impact actions have been identified. NHS organisations have been asked to identify how they will take forward these actions locally. Our high impact actions plan this can be found in **Appendix 2** these have been updated in response to our WRES data.

Appendix 1 – Change in Agenda for Change staff in Post 2019 to 2022

	2019			2020			2021			2022		
	White	BME	Not Known	White	BME	Not Known	White	BME	Not Known	White	BME	Not Known
Band 2	378	130	69	349	133	64	379	183	67	243	70	28
Band 3	377	66	83	344	62	35	367	68	41	322	50	29
Band 4	176	21	9	189	15	10	206	23	16	216	28	27
Cluster 1 Total	941	219	161	882	210	109	952	274	124	781	148	84
Band 5	342	70	37	308	75	58	301	91	74	261	75	47
Band 6	395	31	30	398	35	32	430	49	36	397	53	59
Band 7	210	20	10	218	23	21	249	29	21	225	30	19
Cluster 2 Total	947	121	77	924	133	111	980	169	131	883	158	125
Band 8A	95	7	6	109	8	7	114	6	10	124	5	11
Band 8B	41	1	1	40	1	2	45	1	2	44	1	2
Cluster 3 Total	136	8	7	149	9	9	159	7	12	168	6	13
Band 8C	20	1	3	17	2	1	22	3	1	21	2	0
Band 8D	13	2	0	12	2	1	9	2	1	8	3	0
Band 9	5	0	1	2	0	1	2	0	1	3	0	1
Cluster 4 Total	38	3	4	31	4	3	33	5	3	32	5	1

Appendix 2 – ACTION PLAN – Progress and Updates July 2021 to July 2022

When at work, staff are free from abuse, harassment, bullying and physical violence from any source (EDS Outcome 2B)			
Action	Owner	End	Status
Continue to implement the Zero Tolerance Group Action Plan working as a sub group of the Violence and Aggression standards policy development group	WRES Engagement Lead	31/03/2023	on track
Agree the new Zero Tolerance Protocol (with SYP)	WRES Engagement Lead / Head of Equality and Inclusion	30/08/2022	Progress Delayed
Ratify the Hate Incident SOP Implement with management guidance and visual resources	WRES Engagement Lead / Head of Equality and Inclusion	31/08/2022	Completed
Introduce a system for administering Hate Incident reporting through EDI team as a pilot	WRES Engagement Lead / Head of Equality and Inclusion	30/09/2022	on track
Develop hate incident reports to be shared with services and consider potential for us as part of triangulated data	WRES Engagement Lead / Head of Equality and Inclusion	30/11/2022	on track

Disparity Ratio Action Plan - Reporting - Recruitment and Retention Group			
Action	Owner	End	Status
Review people progressing through the HCSW development pathway by ethnicity and respond.	Head of Equality and Inclusion	01/03/2023	on track
Support Bank Staff to complete the Cavendish Care Certificate. Monitor by Ethnicity	Bank Staffing Manager	01/03/2023	on track
Review feasibility of Introducing an automatic offer of a permanent role for Bank staff working for more than 12 months an average of 22.5 hours or more predominantly in a single area. Monitor by ethnicity	Bank Staffing Manager	30/06/2022	Completed
Reduce not known ethnicity for Bank staff through data refresh by the Bank Team.	Bank Staffing Manager	01/02/2023	on track
Review inclusion of ethnicity data in new workforce planning toolkit under development	Head of Equality and Inclusion/ Board Governance lead	30/06/2022	Completed
Adopt revised approach to recruitment of senior roles and Board recruitment used in recent NED recruitment	Head of Equality and Inclusion/ Workforce Information Lead	30/06/2022	Completed
Identify good practice and develop some case studies to share look at CERT and develop a case study and publicise	WRES Engagement Lead	30/06/2022	Completed

Review how we present data on the disparity ratio and present this to show progress including how to define and report on trajectories	WRES Engagement Lead / Head of Equality and Inclusion	01/03/2023	on track
Recruitment and Promotion of Ethnically Diverse People Action Plan - Reporting - Recruitment and Retention Group			
Action	Owner	Timeframe - End	Status
Review Recruitment data quarterly by ethnicity	WRES Engagement Lead	01/01/2023	on track
Include a report in the directorate IPQR	Head of Equality and Inclusion/ Workforce Information Lead	30/06/2022	Progress Delayed
Consider the functionality of the new Trac recruitment system to prompt recruitment panel chairs to implement current trust policy on recruitment panel diversity.	WRES Engagement Lead	01/02/2022	Completed
Review recruitment panel training to ensure that this has sufficient focus on unconscious bias and the responsibilities of the panel chairs and EDI competency	WRES Engagement Lead / Recruitment Manager	01/02/2022	Completed
Agree a SOP for ensuring the specific diversity of recruitment panels in terms of ethnicity for Band 7 and above.	WRES Engagement Lead / Recruitment Manager	02/06/2022	Completed
Any secondments / acting up options are advertised internally	WRES Engagement Lead /	01/02/2022	Completed

	Recruitment Manager		
Review recruitment and selection training.	WRES Engagement Lead / Recruitment Manager	01/06/2022	Completed
Include action in the new leadership development pathway.	Head of OD / Head of Equality and Inclusion	01/02/2022	Completed
Enhance EDI support and knowledge in the People Directorate	Head of Equality and Inclusion	02/06/2022	Completed
Look at positive action - talent pool development	Head of OD /WRES Engagement Lead	01/02/2023	on track
Adopt resources, guides, and tools to help leaders and individuals have productive conversations about race	WRES Engagement Lead	01/08/2022	on track
Alignment of responses /action with Just and Learning Culture approach	WRES Engagement Lead	31/03/2023	New