

Workforce Race Equality Standards Action Plan for 2020/2021



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Summary

This report contains information in relation to the SWB workforce and the NHS Workforce Race Equality Standard (WRES). The WRES has nine standards and this report is written in response to each of the standards. Please note this year we do not have to report on Indicators 5-8 as part of the WRES submission as these are reported separately as part of the National NHS staff survey.

This report discusses actions taken to date, describing some improvements between 2019 and 2020 but also describes targeted action to create a succession plan for the future that is inclusive of our BME workforce.

The report details the WRES workforce data and presents the information in a very visual format, the graphs are a visual representation and may be an appropriate way to share our information with our workforce and embed the reasons that the actions in this plan are so important.

1.0 Employee Ethnicity in Workforce

1.1 Population demographics

The local population for the Sandwell and West Birmingham area has the ethnicity breakdown as follows (2011 Census Data)

	Sandwell	West Birmingham	Total across Sandwell & West Birmingham
BME	27.70%	52.90%	40.90%
White	70.00%	45.60%	57.50%
Other	1.30%	1.50%	1.40%

The SWBH workforce data below demonstrates the % distribution of White and BME employees in 2019 and 2020. The data suggests an overall decrease of 3% for white employees from 2019 to 2020 and an overall increase of 2% in BME employees. The data for SWBH in 2020 reports both white and BME % below that of the local population, however 9% of employees have their ethnicity unknown and therefore this may be a contributory factor in both BME and white showing numbers below the local population.

	2019	No of staff	%
SWBH Total Workforce	White	3590	54
	BME	2515	38
	Unknown	537	8

2020	No of staff	%
White	3641	51
BME	2868	40
Unknown	637	9

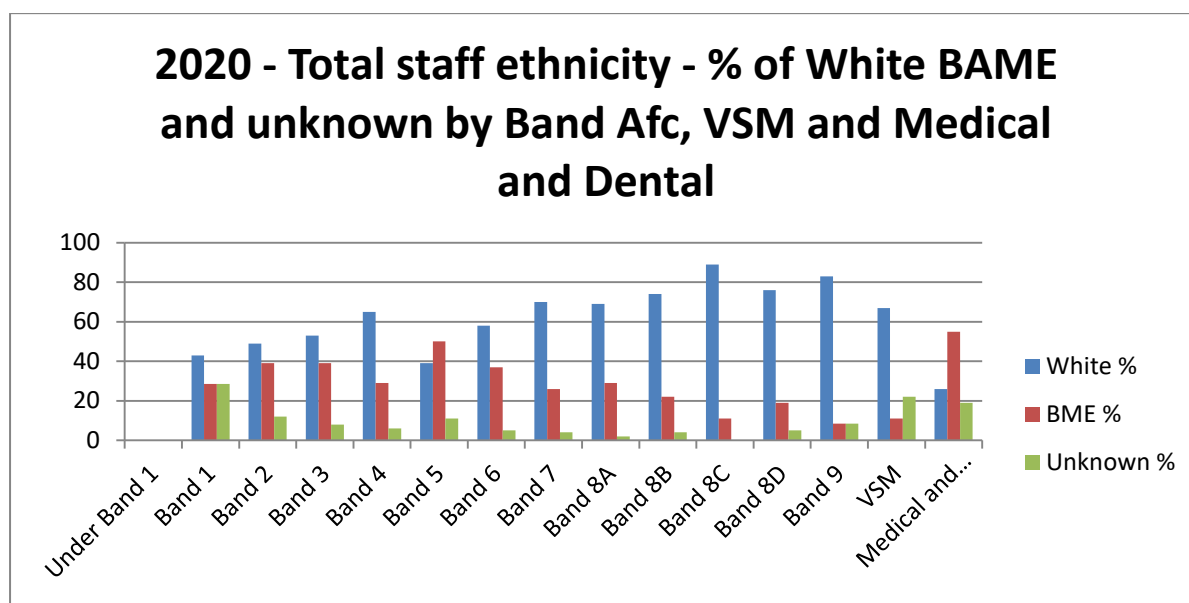
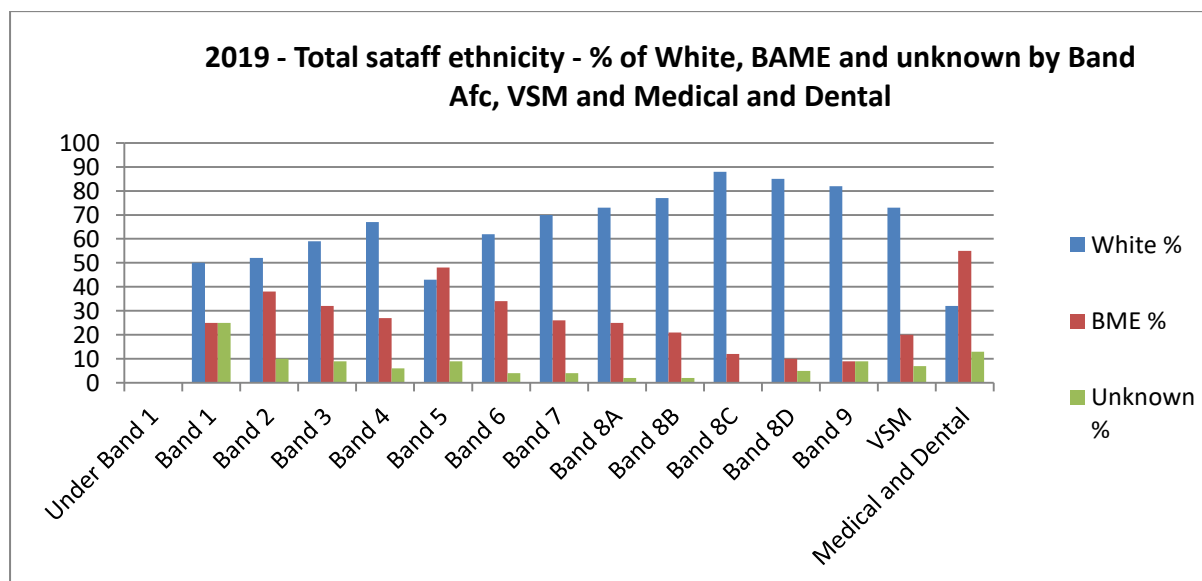
The SWBH Trust data demonstrates that the medical workforce is over-represented in % of BME employees and the Agenda for Change (AfC) pay bands and Very Senior Manager (VSM) employees are both under-represented in the % of BME employees of our Trust % employee total. The tables below demonstrate the medical, AfC and VSM workforce % numbers as a total of the whole Trust total (headcount).

	2019	No of staff	%
Medical Workforce	White	247	32
	BME	426	55
	Unknown	100	13
	2019	No of staff	%
AfC and VSM Workforce	White	3343	57
	BME	2089	36
	Unknown	437	7

2020	No of staff	%
White	223	26
BME	472	55
Unknown	164	19
2020	No of staff	%
White	3418	54
BME	2396	38
Unknown	509	8

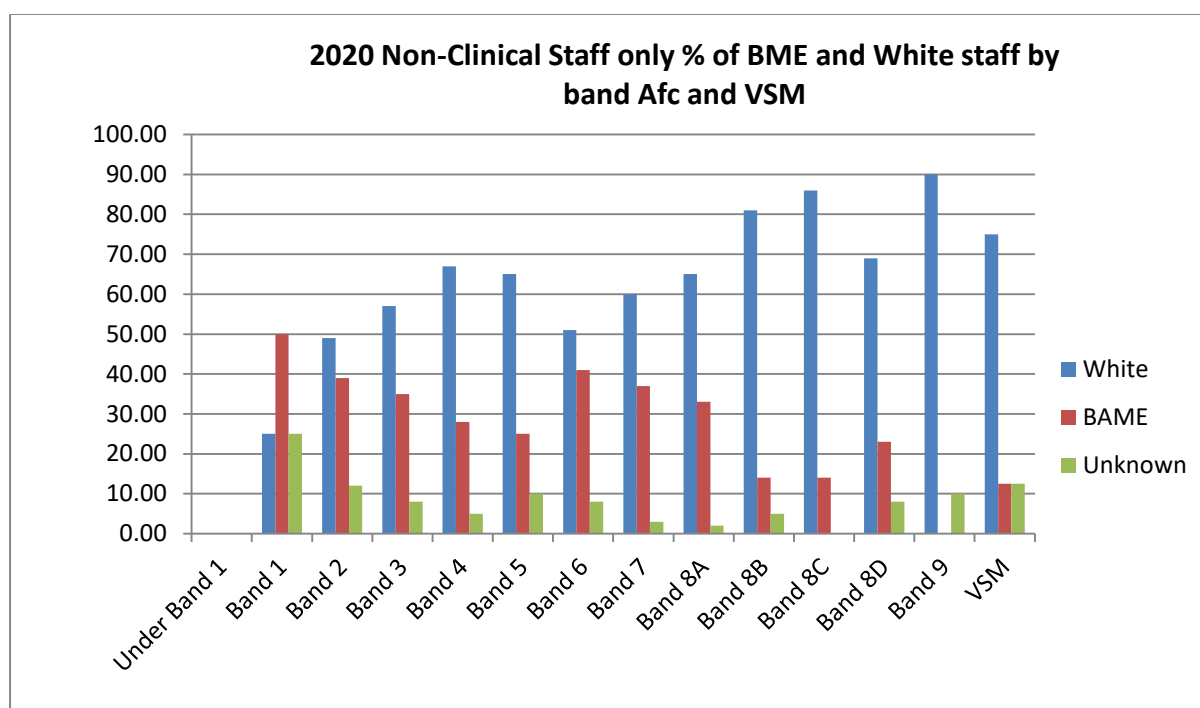
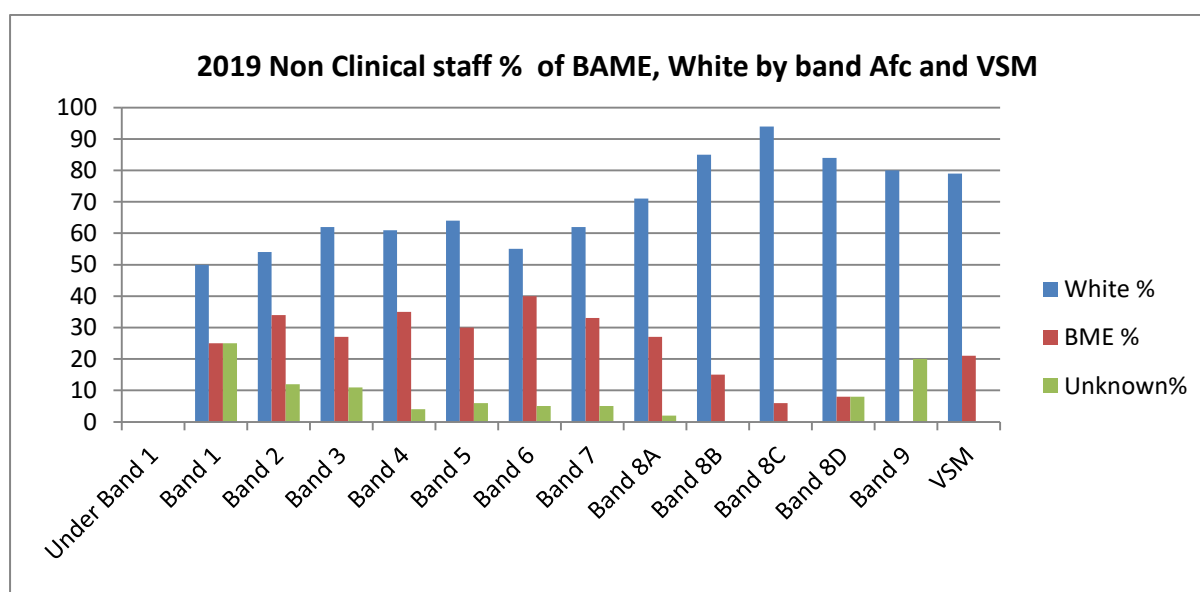
1.2 SWBH Workforce by Band

The graphs below demonstrate for both AfC and VSM by Band the proportion of the workforce who are White and BME in each of the Bands. In 2019 the graph demonstrates a significant decline in the number of BME employees above Band 6. This continues in 2020 with a slight improvement in Band 8A and 8B posts.



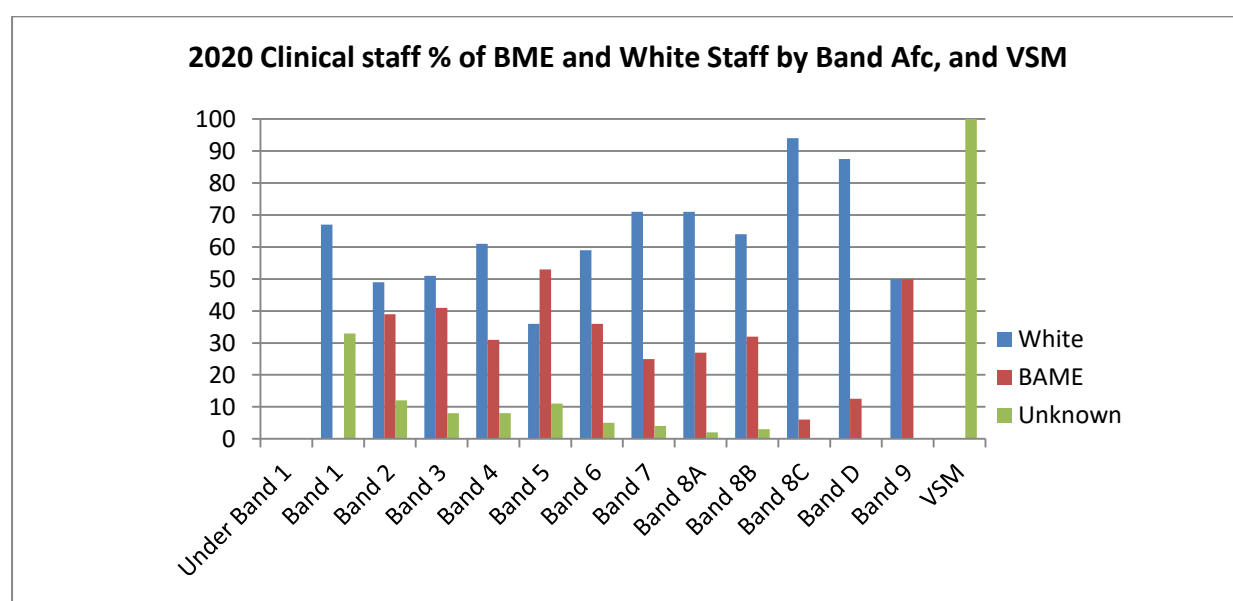
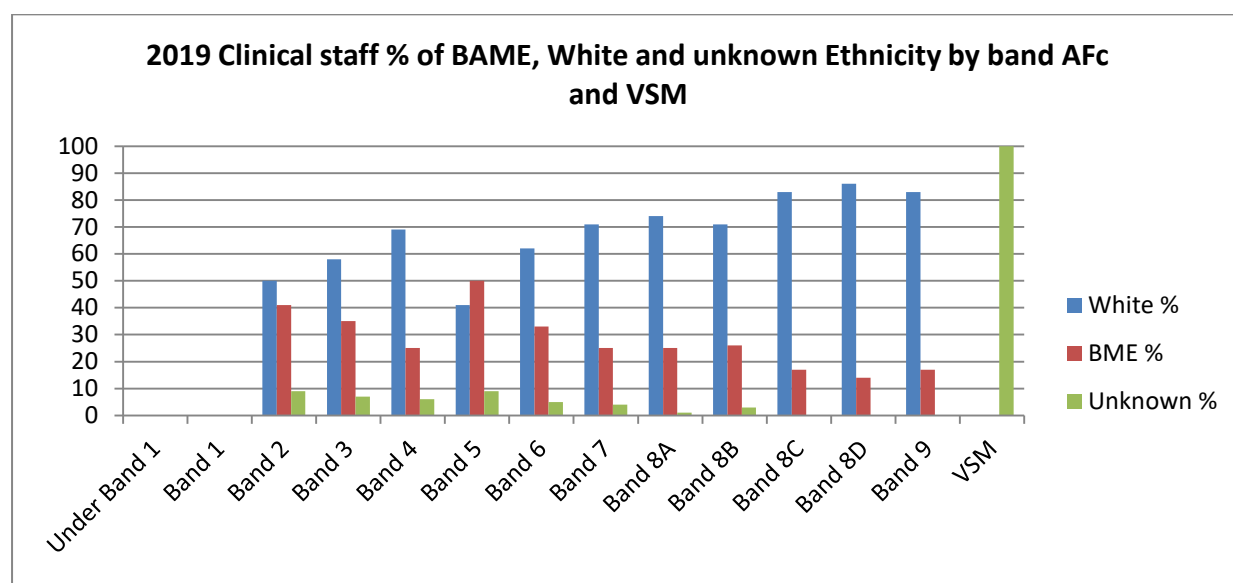
1.3 Our Non-clinical workforce

The graph below breaks down the above data into Clinical and Non-clinical employees. For Non-clinical employees the data in both 2019 and 2020 shows a significant change above Band 8C. At Band 9 there is an increase for non clinical staff but a significant decrease for clinical staff.



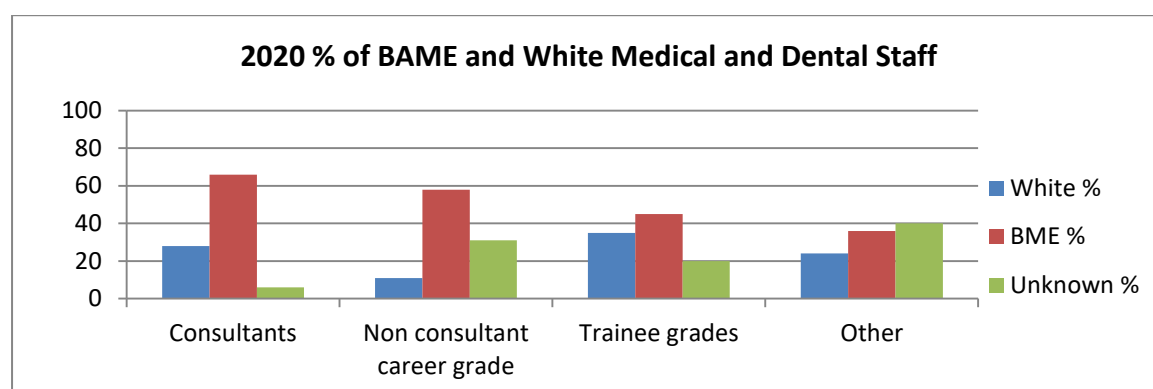
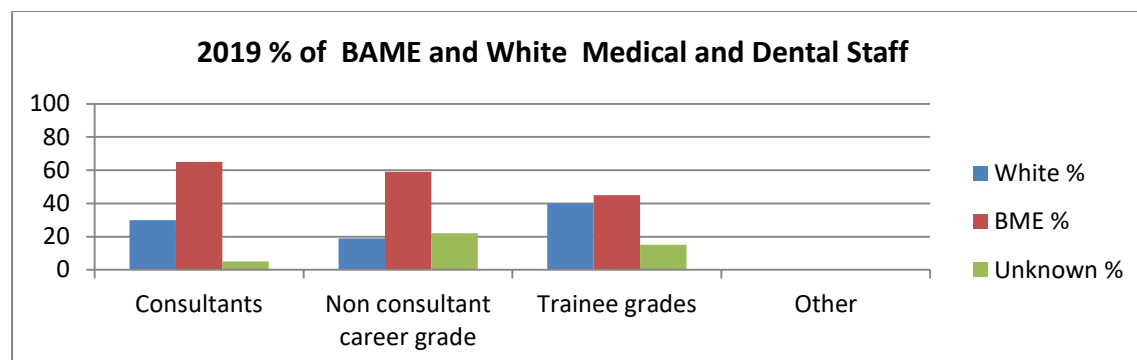
1.4 Our Clinical Workforce

The Graphs below demonstrates the distribution of BME and White staff in Clinical roles for both 2019 and 2020. Although the distribution shows improvement at Band's 8B and 8D between 2019 and 2020, the graphs also shows a higher percentage of staff in Band 5 clinical roles are BME, this would indicate that there is a requirement to develop and our BME Band 5 and Band 6 nurses to become the Ward Managers and Matrons of the future.



1.5 Our medical and Dental Workforce

The Graphs below demonstrates the distribution of BME and White staff in Medical and Dental roles for both 2019 and 2020



2.0 Recruitment of BME Employees

This section describes the relative likelihood of staff being appointment from shortlisting across all posts.

The table below demonstrates the number of candidates shortlisted by BME or White in both 2019 and 2020

	2019	2020
White	2731	740
BME	3586	872

The table below demonstrates the number of candidates appointed by BME or White in both 2019 and 2020

	2019	2020
White	281	24
BME	292	28

Therefore in 2019 white candidates were 1.23 more likely to be appointed and in 2020 white candidates are 1.01 times more likely to be appointed.

3.0 Formal Disciplinary Process

The data below describes staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation for both White and BME employees.

	2018/2019	% of Total	2019/2020	% of total
White	30	49.1%	29	74.4%
BME	19	31.1%	8	20.5%
Not Declared	12	19.7%	2	5.1%

The data demonstrates a 10.6% decrease in formal disciplinarys for BME employees and 29.3% increase of disciplinarys for White employees.

4.0 Training & CPD

The table below demonstrates the % of staff for both White and BME who accessed non-mandatory training in 2020.

	White	BME	Unknown
Total staff	3641	2868	673
Accessed training	189	115	61
% of total	5.2%	4.0%	9.0%

The data shows a 1.2% more employees of white origin receiving non-mandatory training than BME. The data excludes localised development (e.g. shadowing, internal courses, on-the-job training, CPD and non-mandatory training for doctors). Reporting of these types of activities is difficult to collate and therefore was not included in the data submission.

5.0 Board representation

The below tables indicate the Board Voting and Board Executive Membership by White and BME origins.

Voting	2019	2020
White	75%	67%
BME	19%	17%
Not Known	6%	16%

Executive	2019	2020
White	80%	70%
BME	11%	10%
Not Known	10%	20%

The overall data shows a slight decrease in both voting White and BME ethnicity for Board Members with an increase in the not known category.

The data shows a decrease also in White and BME Executive Members, again with an increase in the not known category.

6.0 Trust Action Plan 2020/21

	WRES Action plan		Date: September 2020			
WRES Action point	WRES Indicator	Action	Who	Start Date	Status	Comments
1	1 and 4	Career progression for those who have attended Stepping-up is tracked	E & D Advisor	Oct -20		Not yet started
2	1 and 4	Secondment / acting up opportunities for BME staff who have attended the Stepping UP programme.	Diversity and Inclusion Lead / Head of Recruitment.	Jan-21		Not yet started
3	1 and 4	Coaching and Mentoring to be made available to BME employees, in particular to support career progression. Outcomes for all attendees to be tracked and evaluated via survey.	Head of Learning and Development /Diversity and Inclusion Lead to oversee.	On-Going		In Progress
4	All	Further data analysis: For all indicators by sub-group of BME to identify any trends by Clinical Group/Directorate/Job Role.	Equality and Diversity Advisor.	Oct-20		Not yet started
5	2	Job adverts to include welcoming applications from under-represented groups, targeted to particular roles/ departments.	Diversity and Inclusion Lead	Jan-21		Not yet started
6	2	BME Panellists to give qualitative feedback on interview process and identify improvements	Equality and Diversity Advisor	Oct -20		Not yet Started
7	3	Mediation Service to be formalised to provide an alternative to grievance in first instance	Diversity and Inclusion Lead	Oct-20		Not yet Started

	WRES Action plan		Date: September 2020			
8	4	20 BME role models trained as Trust Mentors	Head of Learning and Development /Diversity and Inclusion Lead	Dec - 20		Not yet Started
9	4	Targeted approach to ensuring that BME employees are encouraged to participate in the MBA apprenticeship	Head of Learning and Development /Diversity and Inclusion Lead	Jan-21		Not yet Started
10	2	Review Recruitment Procedure (This is an area that has generated a significant number of concerns raised by and on behalf of BAME staff and it has been identified that this procedure needs more definitive terms and safeguards to ensure that potential discrimination in employment processes is minimised).	Amir Ali/Diversity and Inclusion Lead/Del Radway. (Engagement with Network leads, Recruiting Managers. Need to decide sign off as a Procedure not a Policy (therefore doesn't need JCNC or committee ratification). Look at areas of concerns and narrative).	Oct-20		In Progress
11	9	Board commitment to an anti-racism stance for the Trust and what that means. (A key top down approach that is uncompromising in message and commitment).	CEO/Director of People and OD	Sep-20		Not yet Started

	WRES Action plan		Date: September 2020			
12	All	Facilitate uncomfortable and challenging conversations (This should be carried out by an external company/individual to maximise freedom to have the conversations with someone who is not part of the establishment and can therefore be seen as having to preconceptions and also an expert in their field).	Proposed to be facilitated by ENEi for relevant distance (and this approach has worked in other organisations) currently awaiting quote would coordinate remotely with National Inclusion week 28/9 on	Sep-20		Not yet Started
13	4	Education – availability of resources and courses (An ongoing review of information and training to support the development of staff and Managers in this area. We are evaluating and updating both intranet and internet pages).	Equality and Diversity Advisor / Diversity and Inclusion Lead /Library/Head of Learning & Development.	Ongoing but with changes from September		Not yet Started
14	All	Group EDI Champions (This will cover the full EDI remit but will ensure a greater involvement, understanding and commitment to BAME issues. Aiming for 1 person per Group maybe 2 for larger Groups such as Medicine and EC).	Equality and Diversity Advisor / Diversity and Inclusion Lead	Oct-20		Not yet Started
15	9	Using National Programmes for change.	Equality and Diversity Advisor /	TBC		Not yet Started

	WRES Action plan		Date: September 2020			
		(Tap into National programmes such as the Next director programme was set up as a 'board apprenticeship' scheme for BAME people by NHS Improvement and has made some strides, while other similar initiatives – including a scheme for NED and aspiring NED rotation within STPs. This will address the 'Guinness' perception of the Trust).	Diversity and Inclusion Lead			