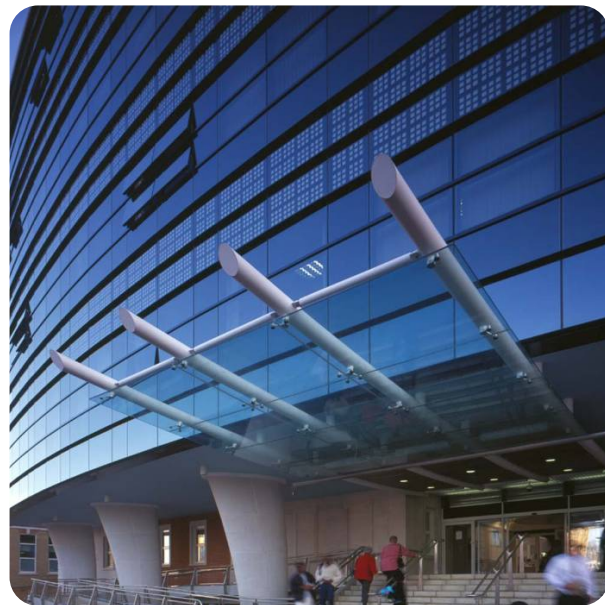


# Quality, Performance and People Committee

## Workforce Race Equality Standard (WRES) and Workforce Disability Standard (WDES)

01 October 2020



KING'S HEALTH PARTNERS

The Workforce Race Equality Standard (WRES) was launched and mandated for all NHS Trusts in 2015/16 with the first report published in June 2016.

There are nine indicators and they are extracted from different data sources.

The reporting for 2019/20 data has been delayed due to COVID-19. The national submission was completed by 31/08, with Trust's then required to publish their results on 31/10.

### **WRES Data Sources**

- Section 1 and 9 are taken from the Electronic Staff Record (ESR)
- Section 2 is taken from the TRAC recruitment system
- Section 3 is taken from the online tracker used to record employee relations data
- Section 4 is taken from our LEAP learning and development platform
- Sections 5, 7 and 8 are taken from the latest Annual Staff Survey (2019)

Metric	Theme	Results	Comparison to London (2019)
WRES 1	Workforce representation	Mixed	Mixed
WRES 2	Recruitment*	Improved	Below
WRES 3	Disciplinary*	Worsened	Below
WRES 4	Learning & development	Remained stable	Same
WRES 5	Bullying & harassment* (patients / service users)	Improved	Below
WRES 6	Bullying and harassment* (staff)	Improved	Below
WRES 7	Career development*	Improved	Below
WRES 8	Discrimination	Improved	Below
WRES 9	Board representation	Improved	Above

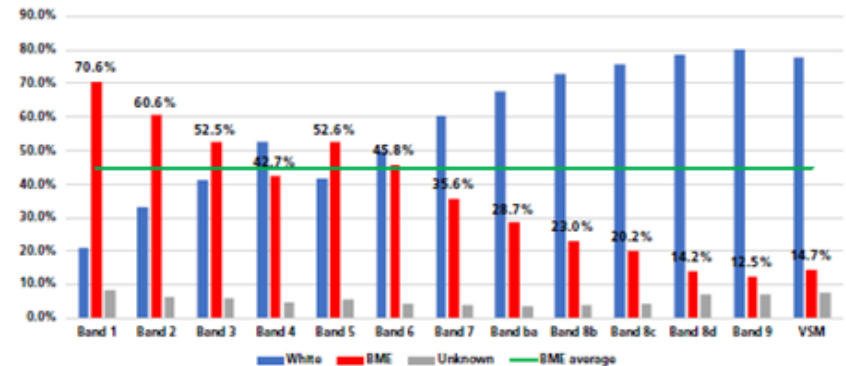
\* London priority areas for 2019/20

**WRES 1:** Percentage of staff at each Agenda for Change bands 1-9 and Very Senior Managers (including Executives) compared to the percentage of staff in the overall workforce

	2018 actual - headcount	2019 actual (ambition)	2020 actual	Variance in actual 20 vs 19
Band 8a	141	151 (150)	168	17
Band 8b	42	47 (47)	63	16
Band 8c	12	13 (15)	18	5
Band 8d	11	11 (11)	11	0
Band 9	3	3 (4)	2	-1
VSM	1	0 (2)	4	4

	2018 actual	2019 actual	2020 actual	Variance 20 vs 19 (% points)
Band 8a	28%	29%	30%	1%
Band 8b	22%	22%	28%	6%
Band 8c	14%	15%	19%	3%
Band 8d	31%	28%	26%	-2%
Band 9	13%	11%	8%	-3%
VSM	6%	0%	16%	16%

Figure 3: Percentage of staff by AfC pay band and ethnicity for NHS trusts in London: 2019



Data source: 2019 WRES data submissions.

44.9% (92,487) of all staff working across London trusts are from a BME background, this compares to only 12.5% (54) of BME staff working at AfC band 9. This is a slight increase from 11.9% (48) in 2018.

Proposed actions for 2020/21

- 1) Review resourcing and appointment processes for bands 8c and 9 that are both below the London average

Target for 20/21: to improve representation by 10% within each band

## WRES 2: Relative likelihood of white applicants being appointed from shortlisting compared to BAME applicants. (IMPROVED)

	2017/18	2018/19	2019/20
King's	White staff are 1.79 times more likely to be appointed from shortlisting	White staff are 2.41 times more likely to be appointed from shortlisting	White staff are 1.64 times more likely to be appointed from shortlisting
London	White staff are 1.63 times more likely to be appointed from shortlisting	White staff are 1.60 times more likely to be appointed from shortlisting	<i>(not yet reported)</i>
England	White staff are 1.45 times more likely to be appointed from shortlisting	White staff are 1.46 times more likely to be appointed from shortlisting	

### Actions in 2019/20

- 1) Launched King's Jobs Portal
- 2) Launched internal approach to fixed term development opportunities and substantive band 7 campaigns

### Proposed actions for 2020/21

- 1) Launch the unconscious bias training and ensure e-learning mandated for interviews panels
- 2) Include mandatory EDI question for all interviews
- 3) Audit impact of King's Jobs
- 4) Launch career development sessions

Target for 20/21: To equal London region at <1.60

## WRES 3: relative likelihood of BAME staff entering the formal disciplinary process compared to white staff. (WORSENER)

	2017/18	2018/19	2019/20
King's	BAME staff are 1.73 times more likely to enter the formal disciplinary process	BAME staff are 1.84 times more likely to enter the formal disciplinary process	BAME staff are 1.98 times more likely to enter the formal disciplinary process
London	BAME staff are 1.77 times more likely to enter the formal disciplinary process	BAME staff are 1.67 times more likely to enter the formal disciplinary process	<i>(not yet reported)</i>
England	BAME staff are 1.24 times more likely to enter the formal disciplinary process	BAME staff are 1.22 times more likely to enter the formal disciplinary process	<i>(not yet reported)</i>

### Actions in 2019/20

- 1) New investigation checklist implemented
- 2) New Employee Relations model proposed, accepted and in place
- 3) Monthly review of suspensions and selection of cases to ensure consistency
- 4) Appointment of investigators to support complex casework

### Proposed actions for 2020/21

- 1) Continue to embed the new ER model
- 2) Launch new early resolution policy and process
- 3) Develop and launch manager training on performance management
- 4) Publish ER casework numbers and share learning

Target for 2021: To reduce to be in line with the London result

Learning and Development: relative likelihood of white staff accessing non-mandatory training and CPD compared to BAME staff. **(STABLE)**

	2017/18	2018/19	2019/20
King's	White staff are 0.99 times more likely to access non mandatory training	White staff are 0.99 times more likely to access non mandatory training	White staff are 0.96 times more likely to access non mandatory training
London		White staff are 0.95 times more likely to access non mandatory training	<i>(not yet reported)</i>
England		White staff are 0.95 times more likely to access non mandatory training	<i>(not yet reported)</i>

#### Actions in 2019/20

- 1) Promotion of learning opportunities through the network

#### Proposed actions for 2020/21

- 1) Work with the network to identify training needs

WRES 5: Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives or the public within the last 12 months.  
(IMPROVED)

Percentage of BAME staff reporting bullying, harassment or abuse from patient, relatives or the public in the last 12 months	2017/18	2018/19	2019/20
King's	37.3%	39.3%	35.4%
London	30.4%	31.7%	<i>(not yet reported)</i>
England	28.5%	29.8%	<i>(not yet reported)</i>

Actions in 2019/20

- 1) Implemented the 'Not a Target' campaign
- 2) Relunched the staff counselling offer through the Employee Assistance Programme
- 3) Violence and aggression group created and led by CNO

Proposed actions for 2020/21

- 1) Violence and aggression group to review findings and present a programme of work

Target for 20/21: To continue improvement to <30%



## WRES 6: Percentage of BAME staff experiencing harassment, bullying or abuse from staff within the last 12 months. (IMPROVED)

Percentage of BAME staff reporting bullying, harassment or abuse from patient, relatives or the public in the last 12 months	2017/18	2018/19	2019/20
King's	37.1%	35.1%	34.6%
London	29.9%	30.9%	<i>(not yet reported)</i>
England	27.8%	29%	<i>(not yet reported)</i>

### Actions in 2019/20

- 1) Implemented the 'Not a Target' campaign
- 2) Relunched the bullying and harassment hotline and staff counselling service through the Employee Assistance Programme

### Proposed actions for 2020/21

- 1) Continue to embed the new ER model
- 2) Launch new early resolution policy and process
- 3) Continue rolling out the Trust-wide cultural transformation work, insight and values work led by the Executive Team

Target for 20/21: To continue improvement to <30%

**WRES 7:** Percentage of BAME staff believing that the Trust provides equal opportunities for career progression and promotion.

(IMPROVED)

Percentage of BAME staff believe that the Trust provides equal opportunities for career progression and promotion	2017/18	2018/19	2019/20
King's	60.6%	60.4%	62.8%
London	67.6%	65.8%	<i>(not yet reported)</i>
England	71.7%	69.9%	<i>(not yet reported)</i>

#### Actions in 2019/20

- 1) BAME conference held with focus on career development
- 2) Ran second cohort of reverse mentoring (16 pairs)
- 3) Career surgery sessions held in February 2020 (50 attendees)

#### Proposed actions for 2020/21

- 1) Launch the next reverse mentoring cohort ~ with all Group and Site Executive Teams to be included
- 2) Launch the career development sessions – arranged and agreed pre covid.

Target for 20/21: To equal London region 65.8%.

**WRES 8:** In the last 12 months have you personally experienced discrimination at work from any of the following - manager / team lead / or other colleague (**IMPROVED**)

% BAME staff experienced discrimination at work from a manager / team leader or other colleagues in the last 12 months	2017/18	2018/19	2019/20
King's	21.8%	20.6%	18.3%
London	16.3%	16.4%	<i>(not yet reported)</i>
England	15%	15.3%	<i>(not yet reported)</i>

#### Actions in 2019/20

- 1) Freedom to Speak Up Guardian communication
- 2) Design and implementation of a new Employee Relations model

#### Proposed actions for 2020/21

- 1) Embed new Employee Relations model
- 2) Develop new reporting to share data on casework more frequently
- 3) Develop internal communications calendar detailing two way communication options for all staff and ways to raise concerns e.g. Ask the CEO sessions, line manager briefings, FTSU briefing

Target for 20/21: To continue improvement toward the London region 16%

## WRES 9: Percentage difference between the organisations' board voting membership and its overall workforce (IMPROVED)

	2017/18		2018/19		2019/20	
	% BAME Board Members	% BAME Workforce	% BAME Board Members	% BAME Workforce	% BAME Board Members	% BAME Workforce
King's	0%		0%	46%	21.1%	49.8%
London	15.9%		17.1%	44.9%	<i>(not yet reported)</i>	<i>(not yet reported)</i>
England			8.4%	19.9%	<i>(not yet reported)</i>	<i>(not yet reported)</i>

### Actions in 2019/20

- 1) New Non-Executive Director and Executive Director appointments made to the Trust Board
- 2) All agency procurement for Executive and Non-Executive appointments included reference to the need for a diverse shortlist

### Proposed actions for 2020/21

- 1) Ensure all future Executive and Non-Executive appointments are appointed from a diverse shortlist and by a diverse appointment panel
- 2) That all panel members complete unconscious bias e-learning
- 3) That all interview panels include EDI questions