Salisbury NHS Foundation Trust

Workforce Race Equality Standard (WRES)

Annual Report and Action Plan

2023/24

Introduction and Background to WRES 2023/24

About this Annual Report and Action Plan

This report presents Salisbury NHS Foundation Trust's (SFT) Workforce Race Equality Standard (WRES) annual report and action plan for 2023/24.

The WRES, a mandatory requirement of the NHS Standard Contract, is an evidence-based framework designed to improve the experiences of Black and Minority Ethnic (BME) staff within the NHS. Please refer to **Annex A** for definitions of ethnicity and the individuals covered by WRES.

Nine WRES metrics allow NHS organisations to compare the workplace and career experiences of BME and White staff, fostering a deeper understanding of the issues and inequalities faced by BME staff. Introduced to the NHS in 2015, the WRES has evolved, with the 2023 metrics building on the progress made since 2017 towards improving the experiences of BME staff working in, or seeking employment with, the NHS.

The WRES resources for NHS organisations can be found here.

The national WRES annual report 2023 provides key findings and trends highlighting inequalities between the experiences of BME staff and White staff across all nine metric.

This demonstrates the case for trusts to continue in 2024 to take urgent action to create an inclusive and diverse leadership; reduce bullying and harassment; improve recruitment of a diverse workforce; and improve the retention of BME staff. Moreover, the WRES complements the commitments made in the People Promise for a more inclusive and compassionate NHS.

Provider trusts must publish a WRES annual report and action plan (2023/24) on their website by 31 October 2024. This report should include:

- The organisation's data for each metric.
- A WRES action plan detailing how the organisation will address the differences highlighted by the metrics data over the next 12 months.
- A summary of progress made in achieving the objectives outlined in their 2023 WRES action plan.
- Steps the organisation will take to improve the experiences of BME staff, as outlined in their 2023/24 WRES action plan.
- Steps to ensure BME staff representation at all levels, identifying any barriers to career progression.

Previous SFT's WRES annual reports for 2017, 2018, 2019, 2020, 2021, 2022 and 2023 can be found here.

EXECUTIVE SUMMARY

Workforce race equality data

This report presents data on the Workforce Race Equality Standard (WRES) of the Salisbury NHS Foundation Trust (SFT) for the year 2023/24. Data for metrics 1 to 4 and 9 are collected from the Trust's Electronic Staff Records (ESR) on 31 March 2024. Data for metrics 5 to 8 are collected from the 2023 staff survey.

Metric 1: Overall workforce

On 31 March 2024, SFT had a total workforce of 4,498, excluding bank staff. 3127 (70%) of our staff are clinical, compared to 1371 (30%) non-clinical. Of these, 3,195 (71%) were White, 1,205 (27%) were from Black and Minority Ethnic (BME) backgrounds, and 98 (2%) were of unknown ethnicity. The number of BME staff increased significantly in 2024, rising by 26% (248) compared to 2023. This growth, from 957 to 1,205 staff is in part due to a steady increase in the recruitment of internationally educated nurses over the past two years.

Equity in career progression at SFT – Race Disparity Ratio (AfC Bands)

Equity in career progression for BME staff compared to White staff continues to be a challenge. For non-clinical, BME staff are **2.15** times less likely to progress equally from lower to middle pay bands, **1.41** times less likely from middle to upper pay bands and **3.03** times less likely from lower to upper pay bands: Clinical BME staff are **4.17** times less likely from lower to middle pay bands, **2.35** times less likely from middle to upper pay bands and **9.83** times less likely from lower to upper pay bands:

BME staff in key senior roles

In non-clinical workforce, there are no BME staff at Band 8A, 8D, Band 9 or at very senior manager (VSM). Similarly, in the clinical (non-medical) workforce, there are no BME staff at Band 8B, Band 8C, Band 8D, Band 9 or VSM.

NHS Model Employer BME representation target

The NHS Model Employer target aims to boost BME representation at all levels, particularly in leadership (Band 6 to VSM). Excluding medical and dental grades, the percentage of BME people across all AfC pay bands is **26%** on 31 March 2024 (21.7% in 2023). Although this is an improvement from the previous year, it is still below the target set by the NHS Model Employer. Salisbury has a low proportion of BME residents (around **6%**), which makes it difficult for SFT to recruit BME staff, especially for leadership positions. Despite this, SFT is dedicated to increasing BME representation at all job levels. We are actively working to achieve this through initiatives and leadership programmes designed to support and advance the careers of our BME employees.

Metric 2: Appointment from shortlisting

In 2024, the relative likelihood of White applicants being appointed from shortlisting compared to BME applicants was **x1.25**. This is a **decrease** from 2023 (x1.54). A figure below 1:00 indicates that BME applicants are more likely than White applicants to be appointed from shortlisting. **Note:** This figure excludes directly recruited international staff not using Trac. Recent surge in international applicants on Trac has created a considerable challenge for recruiting managers in time and resources to sift and shortlist those eligible to work in the UK and meet the essential criteria.

Metric 3: Entering formal disciplinary process

In 2024, the relative likelihood of BME staff entering formal disciplinary process compared to White staff was **x1.03.** This is an **increase** from 2023 (x0.98). Note: A figure below 1:00 indicates that BME staff are less likely than White staff to enter the formal disciplinary process.

Metric 4: BME Staff accessing non-mandatory training and CPD

At the present time, the Trust does not have a method for collecting staff accessing non-mandatory training and CPD. Work is in progress to identify a mechanism for identifying the uptake of non-mandatory training by BME staff.

Metrics 5 to 8 are sourced from SFT's NHS staff survey 2023 (2265 respondent, 54% of total workforce).

Metrics 5: Harassment, bullying or abuse from patients, relatives or public

21.9% of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse from patients, relatives or the public. This is a **decrease** from 2022 (28.9%)

Metrics 6: Harassment, bullying or abuse from staff

24.8% of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse from other staff. This is a slight **decrease** from 2022 (25.5%)

Metrics 7: Equal opportunities for career progression or promotion

51.8% of Black, Asian and Minority Ethnic staff said that SFT does provide equal opportunities for career progression or promotion. This is an **increase** from 2022 (44.2%)

Metrics 8: experiencing discrimination at work from manager/team leader or other colleagues

16.0% of Black, Asian and Minority Ethnic staff said they experiencing discrimination at work from manager/team leader or other colleagues. This is a **decrease** from 2022 (19.2%)

Progress against WRES 2022/23 action plan

Slides 18 to 20 sets out the Trust has made good progress against the six WRES 2022/23 action plan on our journey to make SFT an inclusive and equitable employer and workplace for our BME staff. Activities are grouped around three objectives: Cultural Development, Networks and Communications, and Recruitment and Promotion.

Action Plan 2024/25

Slide 21 sets out five WRES actions for 2024/25 grouped under Cultural Development, Networks and Communications, and Recruitment and Promotion.

National NHS WRES Report 2023 – Key Findings

NHS England's 2023 NHS Workforce Race Equality Standard (WRES) report was published on 18 March 2024, providing a valuable insight into the working and career experiences of staff from Black and minority ethnic (BME) background.

Workforce representation

In March 2023, 26.4% (380,108) of the workforce across NHS trusts in England were BME. This is an increase of 13% (43,070) from 2022.

Appointment from shortlisting

At 76% of NHS trusts, white applicants were significantly more likely than BME applicants to be appointed from shortlisting, higher than the 71% in 2022.

BME representation by pay bands

The total number of BME staff at very senior manager (VSM) level has increased by 61.7% since 2018 from 201 to 325. The percentage representation of BME staff at VSM level has increased from 10.2% to 11.2% over the past year

BME representation by pay bands

White Gypsy or Irish Traveller women (39.0%) and men (45.7%) experienced the highest levels of harassment, bullying or abuse from other staff

Harassment, bullying or abuse

In 2022, the percentage of staff experiencing harassment, bullying or abuse from other staff in the last 12 months was higher for BME staff (27.7%) than for white staff (22.0%). Although disparities between the experiences of BME and white staff persist, harassment, bullying and abuse from staff has followed a largely downward trend since 2018

Equal opportunities

In 2022, a lower percentage of BME staff (46.4%) than white staff (59.1%) felt that their trust provides equal opportunities for career progression or promotion

Career progression

Just 39.3% of staff from a Black background believed their trust provides equal opportunities for career progression or promotion, with levels below those of other ethnic groups since at least 2015.

Discrimination from other staff

In 2022, a higher percentage of BME staff (16.6%) than white staff (6.7%) experienced discrimination from other staff; a pattern that has been evident since at least 2015.

SFT Workforce 31 March 2024 (Metric 1)

SFT Workforce Diversity as of 31 March 2024

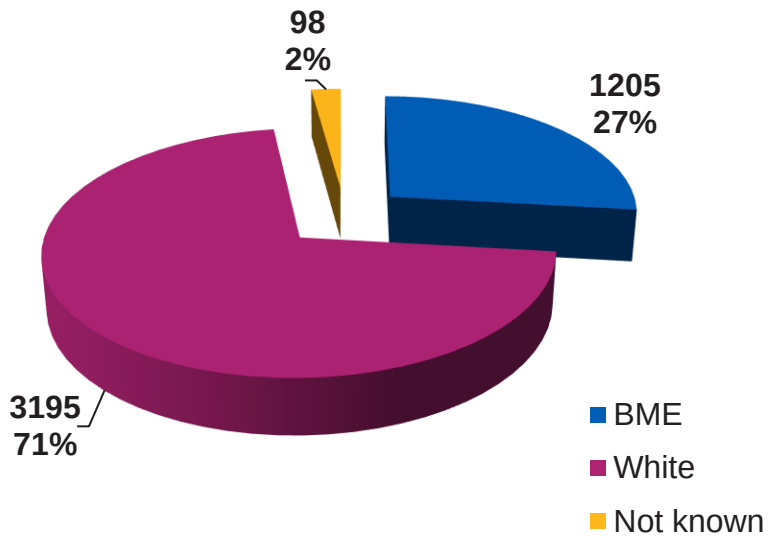
Total Employees: 4,498 (excluding bank staff)

White: 3,195 (71%)

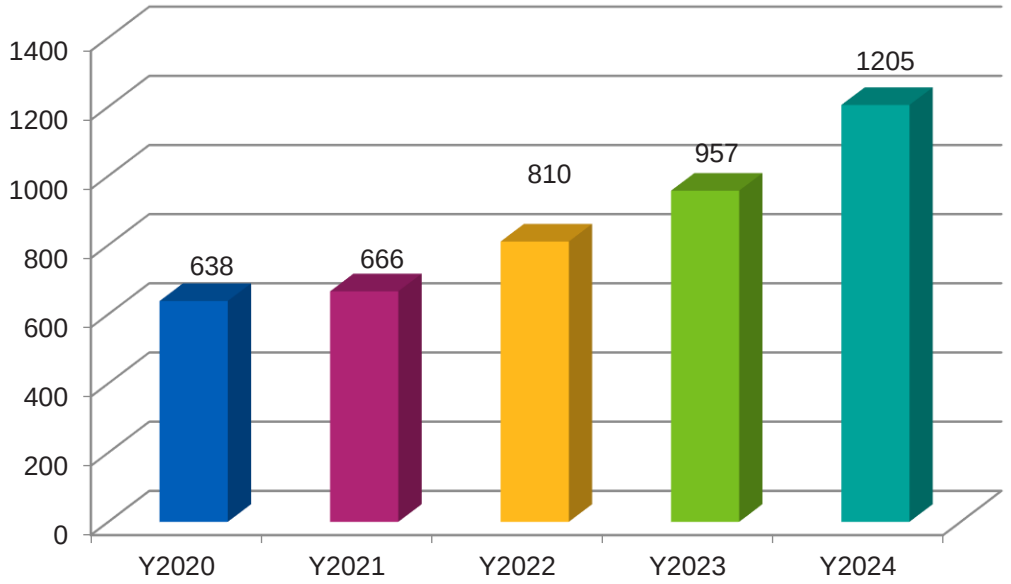
Unknown Ethnicity: 98 (2%)

Black and Minority Ethnic (BME): 1,205 (27%)

The number of BME staff significantly increased by 26% in 2024 compared to the previous year, growing from 957 to 1,205.



BME Workforce over last five years



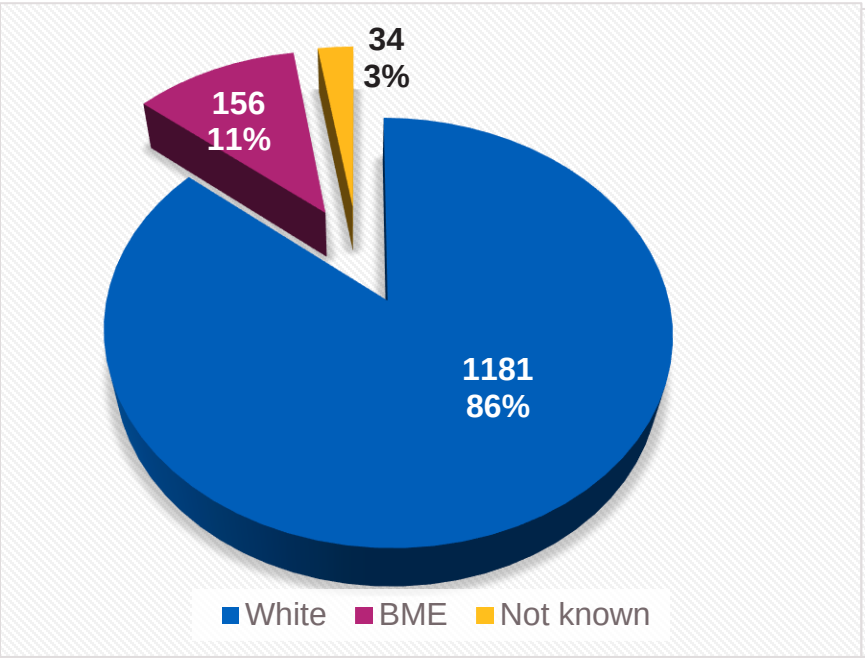
There has been a steady increase in the number of people from a BME background employed by the Trust as can be seen in the graph above. This has been boosted by international recruitment of nurses.

SFT Workforce 31 March 2024 (Metric 1)

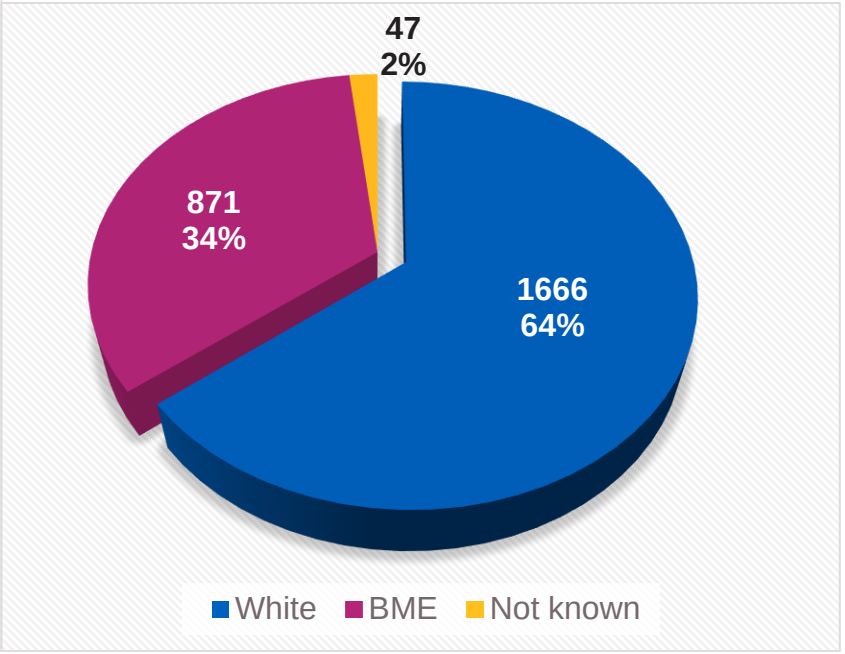
The following pie charts show the percentage of BME staff in no-clinical and clinical roles compared with White staff.

3127 (70%) of our staff are clinical, compared to **1371 (30%)** non-clinical.

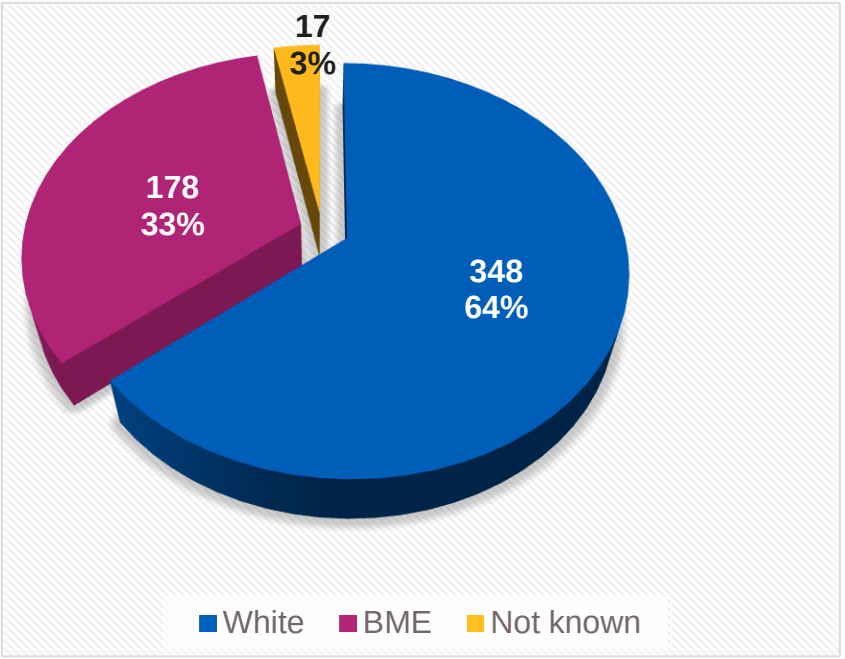
Non-clinical



Clinical (non-medical)



Medical & Dental



Metric 1: SFT Workforce 31 March 2024 – Non-clinical

On the 31 March 2024, SFT had a total workforce of 4498 (excluding Bank Staff). The table below represents the breakdown of the non-clinical workforce.

1a) Non-clinical workforce	White (2023)	White (2024)	BME (2023)	BME (2024)	Ethnicity unknown (2023)	Ethnicity unknown (2024)
	Headcount	Headcount	Headcount	Headcount	Headcount	Headcount
Under Band 1	0	0	0	0	0	0
Band 1	2	1	0	0	0	0
Band 2	322	317	56	63	9	9
Band 3	338	335	36	47	11	13
Band 4	163	165	17	21	4	4
Band 5	107	107	5	9	3	1
Band 6	85	84	8	8	3	1
Band 7	53	72	2	3	1	1
Band 8A	41	39	0	2	2	2
Band 8B	21	24	2	2	2	1
Band 8C	10	10	1	0	0	0
Band 8D	10	9	0	0	1	2
Band 9	6	7	0	0	0	0
VSM	1	11	0	1	0	0
Total non-clinical	1159	1181	127	156	36	34

Metric 1: SFT Workforce 31 March 2024 – Clinical (non-medical)

On the 31 March 2024, SFT had a total workforce of 4498 (excluding Bank Staff). The table below represents the breakdown of the clinical (non-medical) workforce.

1b) Clinical workforce (non-medical)	White (2023)	White (2024)	BME (2023)	BME (2024)	Ethnicity unknown (2023)	Ethnicity unknown (2024)
	Headcount	Headcount	Headcount	Headcount	Headcount	Headcount
Under Band 1	0	0	0	0	0	0
Band 1	0	0	0	0	0	0
Band 2	76	66	26	43	0	2
Band 3	393	375	86	118	12	10
Band 4	101	111	71	67	1	3
Band 5	284	270	354	483	14	14
Band 6	427	423	106	122	11	10
Band 7	273	296	20	27	2	6
Band 8A	77	78	5	7	1	1
Band 8B	28	28	0	3	0	1
Band 8C	8	10	0	1	0	0
Band 8D	6	7	0	0	0	0
Band 9	1	0	0	0	0	0
VSM	1	2	0	0	0	0
Total clinical (non-medical)	1675	1666	668	871	41	47

Metric 1: SFT Workforce 31 March 2024 – Medical & Dental

On the 31 March 2024, SFT had a total workforce of 4498 (excluding Bank Staff). The table below represents the breakdown of the medical and dental workforce.

1b) Medical & Dental	White (2023)	White (2024)	BME (2023)	BME (2024)	Ethnicity unknown (2023)	Ethnicity unknown (2024)
	Headcount	Headcount	Headcount	Headcount	Headcount	Headcount
Consultants	174	179	35	35	10	13
Of which Senior medical manager	5	5	0	0	0	0
Non-consultant career grade	50	43	47	53	2	1
Trainee grades	124	126	80	90	2	3
Other	1	0	0	0	0	0
Medical & Dental	354	348	162	178	14	17

Equity in Career Progression – Race Disparity Ratio in 2024

The NHS Race Disparity Ratio is a tool used to measure the difference in career progression between White staff and BME staff. It looks specifically at the Agenda for Change (AfC) pay bands. in simple terms, imagine a ladder representing the different AfC pay bands. The Race Disparity Ratio tells us if there are any differences in how White staff and BME staff are climbing this ladder. A ratio of 1 means both groups are progressing equally. However, a ratio higher than 1 suggests BME staff face barriers in moving up to higher pay bands compared to White staff.

Non-clinical (SFT)

BME progression ratios

Lower to middle	140	/	11	=	12.73
Middle to upper	11	/	5	=	2.20
Lower to upper	140	/	5	=	28.00

White progression ratios

Lower to middle	925	/	156	=	5.93
Middle to upper	156	/	100	=	1.56
Lower to upper	925	/	100	=	9.25

Disparity ratios	BME		White		
Lower to middle	12.73	/	5.93	=	2.15
Middle to upper	2.20	/	1.56	=	1.41
Lower to upper	28.00	/	9.25	=	3.03

- Lower to middle pay bands: BME staff are **2.15** times less likely to progress equally from lower pay bands (such as Band 5) to middle pay bands (such as Band 6 or 7).
- Middle to upper pay bands: BME staff are **1.41** times less likely to progress from middle pay bands to upper pay bands (such as Band 8a or above).
- Lower to upper pay bands: Taking both steps into account, BME staff are **3.03** times less likely to progress equally from lower pay bands all the way to upper pay bands compared to white staff.

Clinical (SFT)

BME progression ratios

Lower to middle	711	/	149	=	4.77
Middle to upper	149	/	11	=	13.55
Lower to upper	711	/	11	=	64.64

White progression ratios

Lower to middle	822	/	719	=	1.14
Middle to upper	719	/	125	=	5.75
Lower to upper	822	/	125	=	6.58

Disparity ratios					
Lower to middle	4.77	/	1.14	=	4.17
Middle to upper	13.55	/	5.75	=	2.35
Lower to upper	64.64	/	6.58	=	9.83

- Lower to middle pay bands: BME staff are **4.17** times less likely to progress equally from lower pay bands (such as Band 5) to middle pay bands (such as Band 6 or 7).
- Middle to upper pay bands: BME staff are **2.35** times less likely to progress equally from middle pay bands to upper pay bands (such as Band 8a or above).
- Lower to upper pay bands: Taking both steps into account, BME staff are **9.83** times less likely to progress equally from lower pay bands all the way to upper pay bands compared to white staff.

NHS Model Employer BME Representation Target

The NHS Model Employer targets are ambitious goals set by NHS England to increase BME representation at all levels of the workforce, especially in leadership.

These targets aim to address existing racial disparities in career progression and create a more diverse and inclusive NHS. The core principle is to achieve leadership diversity that reflects the overall workforce composition within a set timeframe. Each NHS organization is expected to set its own target for BME representation across all levels, aligning with the national ambition.

In May 2021, the NHS WRES National Team introduced a more ambitious plan, aiming for organisations to achieve representative BME proportions across all AfC Pay Bands from Band 6 to VSM by 2025.

During 2023/24 the overall number of BME staff at SFT has grown significantly from 957 in 2023 to 1,205 in 2024.

Excluding medical and dental grades, the percentage of BME people across all AfC pay bands is **26%** on 31 March 2024 (21.7% in 2023). While the NHS Model Employer target aims to boost BME representation at all levels, particularly in leadership (Band 6 to VSM), SFT is currently falling short of these targets.

Despite this disparity, SFT has implemented three leadership development programmes accessible to all staff from Band 2 to Band 8. Additionally, SFT is committed to developing further initiatives over the next 12 months specifically aimed at enhancing career progression opportunities for BME staff.

The following table shows the revised BME representative target across AfC Bands 6 to VSM based on the 2024 BME workforce of 26% (excluding medical and dental grades)

Although this is an improvement from the previous year, it is still below the target set by the NHS Model Employer. Salisbury has a low proportion of BME residents (around 6%), which makes it difficult for SFT to recruit BME staff, especially for leadership positions. Despite this, SFT is dedicated to increasing BME representation at all job levels. We are actively working to achieve this through initiatives and leadership programmes designed to support and advance the careers of our BME employees.

2024	Total staff	BME Staff	Actual % against 26% target for BME staff representation	Target to increase BME representation to 26%.
Band 6	648	130	**20%**	38
Band 7	405	30	**7%**	75
Band 8a	129	9	**7%**	25
Band 8b	59	5	**8.5%**	10
Band 8c	21	1	**5%**	5
Band 8d	18	0	**0%**	5
Band 9	7	0	**0%**	2
VSM	14	1	**7%**	4

Metric 2: Appointment from shortlisting 31 March 2024

Relative likelihood of staff being appointed from shortlisting across all posts.

X1.25

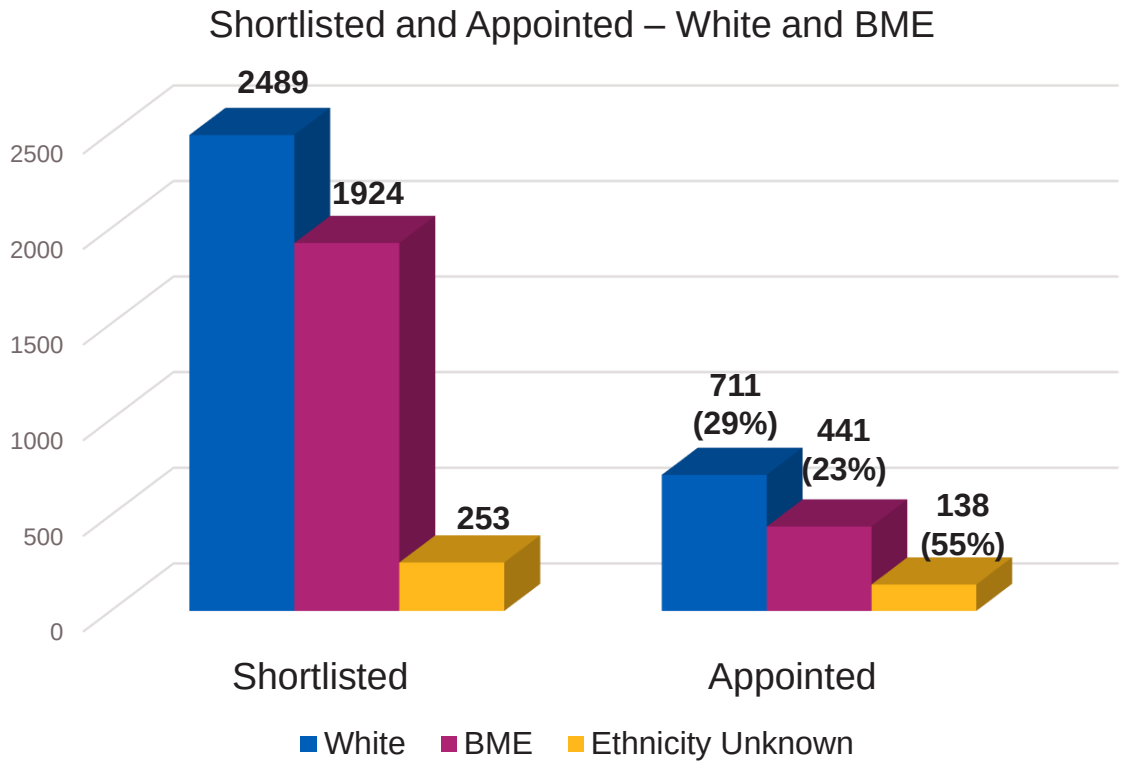
The purpose of this metric is to achieve equity between BME job applicants and White job applicants.

In 2024, the relative likelihood of White applicants being appointed from shortlisting compared to BME applicants was **x1.25**. This is a **decrease** from 2023 (x1.54)

A figure below 1:00 indicates that BME applicants are more likely than White applicants to be appointed from shortlisting.

This figure does not include directly recruited international staff as they do not come through the Trac recruitment process.

Note: Recent surge in international applicants on Trac has created a considerable challenge for recruiting managers in time and resources to sift and shortlist those eligible to work in the UK and meet the essential criteria



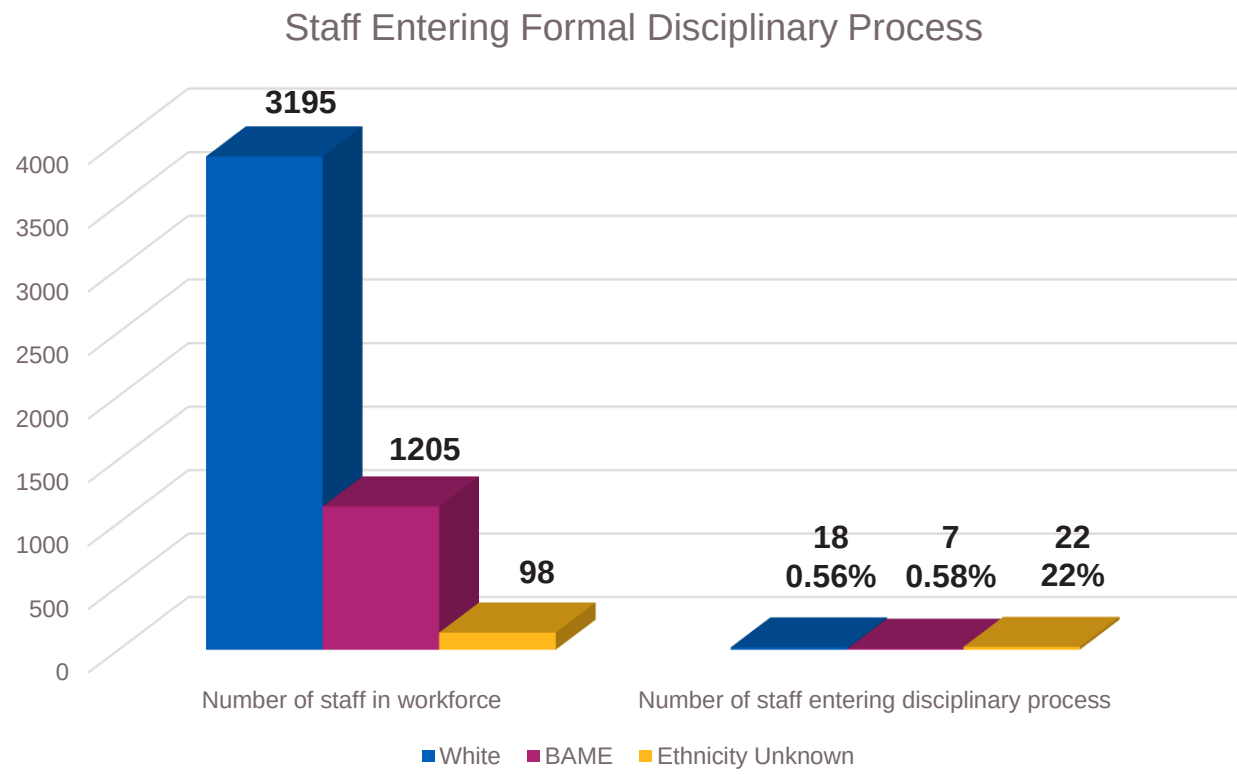
Metric 3: SFT WRES 31 March 2024

Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.

X1.03

In 2024, the relative likelihood of BME staff entering formal disciplinary process compared to White staff was **x1.03.** This is an **increase** from 2023 (x0.98).

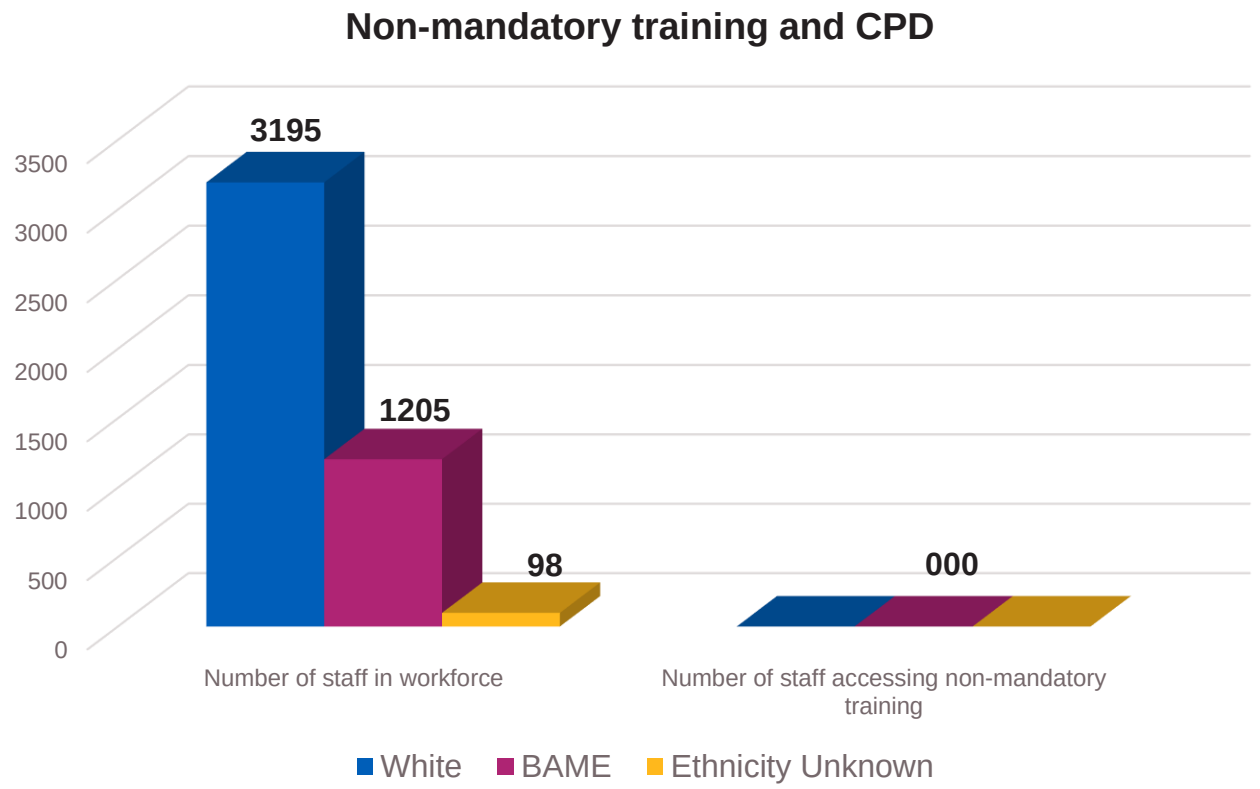
Note: A figure below 1:00 indicates that BME staff are less likely than White staff to enter the formal disciplinary process.



Metric 4: SFT WRES 31 March 2024

Relative likelihood of staff accessing non-mandatory training and CPD

NOTE: Currently, the Trust lacks a centralised system to track who has participated in non-mandatory training, but work is underway to identify ways of collecting this data.



Metric 5 & 6: SFT Staff Survey 2023

NOTE: Metrics 5 to 8 are sourced from the SFT's national NHS staff survey 2023

2265 people in the Trust responded to the 2023 staff survey (response rate of 54%). The following Staff Survey questions are recorded within our WRES data:

Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months out of those who answered the question

21.9% **o**f Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse. This is a **decrease** from 2022 (28.9%)

20.7% of White staff stated they had experience harassment, bullying or abuse. This is a **decrease** from 2022 (24.7%)

Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months out of those who answered the question

24.8% of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse. This is a slight **decrease** from 2022 (25.5%)

20.9% of White staff stated they had experience harassment, bullying or abuse. This is a **decrease** from 2022 (22.6%)

Metric 7 & 8: SFT Staff Survey 2023

NOTE: Metrics 5 to 8 are sourced from the SFT's national NHS staff survey 2023

2265 people in the Trust responded to the 2023 staff survey (response rate of 54%). The following Staff Survey questions are recorded within our WRES data:

Metrics 7: Percentage of staff believing that the trust provides equal opportunities for career progression or promotion

51.8% of Black, Asian and Minority Ethnic staff said **Yes.** This is an **increase** from 2022 (44.2%)

56.9% of White staff said **Yes**. This is a slight **increase** from 2022 (55.1%)

Metrics 8: Percentage of staff experiencing discrimination at work from manager/team leader or other colleagues in the last 12 months out of those who answered the question

16.0% of Black, Asian and Minority Ethnic staff said **Yes.** This is a **decrease** from 2022 (19.2%)

7.2% of White staff said **Yes**. This is an **increase** from 2022 (6.3%

Metric 9: Trust Board Membership 2024

Metric 9: Trust Board Membership – snapshot on 31 March 2024						
Board voting membership	**White (2023)**	**White (2024)**	**BME (2023)**	**BME (2024)**	**Ethnicity unknown (2023)**	**Ethnicity unknown (2024)**
Total Board members	11	13	1	1	2	0
of which: Voting Board members	11	13	1	1	2	0
Non-voting Board members	0	0	0	0	0	0
of which: Exec Board members	4	6	0	0	2	0
Non-executive Board members	7	7	1	1	0	0

Progress against WRES 2022/23 Action Plan

	Cultural Development Objective	Action	Progress	Workstreams carried over to 2024/25
1	To seek a downward trend in the percentage of BME staff experiencing harassment, bullying, abuse or discrimination at work **Metric 5, 6 and 8 (staff survey)**	• Review and refresh training interventions for all staff with a focus on civility and respect to support recognition and prevention of race discrimination. • Develop and rollout an inclusive leadership programme that enhances the ability of managers and team leaders to foster and effectively manage diverse teams and promote inclusivity.	• Two Legacy Mentors have been providing pastoral support to BME staff including Internationally Educated Nurses (IENs) • Leadership Behaviours Charter workshops have been successfully piloted and rolled out across all divisions. • A new 30-minute induction focusing on inclusion, wellbeing, and personal/professional boundaries has been launched for all new staff. • A 2-hour "Leading for Inclusion and Wellbeing" module has been integrated into the Transformational and Aspiring Leadership Programmes. • A successful Neurodiversity summit with over 100 staff was held on 4 April 2024 with a focus on making reasonable adjustments for neurodiverse staff **Metrics 5: Harassment, bullying or abuse from patients, relatives or public** **21.9%** of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse from patients, relatives or the public. This is a **decrease** from 2022 (28.9%) **Metrics 6: Harassment, bullying or abuse from staff** **24.8%** of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse from other staff. This is a slight **decrease** from 2022 (25.5%) **Metrics 8: experiencing discrimination at work from manager/team leader or other colleagues** **16.0%** of Black, Asian and Minority Ethnic staff said they experiencing discrimination at work from manager/team leader or other colleagues. This is a **decrease** from 2022 (19.2%)	• Rollout Leadership Behaviours Charter programme across all divisions. • Develop neurodiversity awareness and support resources to empower staff and managers with knowledge about the impact of neurodiversity, self-awareness, and behaviours, fostering a more inclusive workplace.. • Managers' Wellbeing Conversations training to be refreshed to incorporate duty of care onto support staff on mental wellbeing related to discrimination/exclusion. • Wellbeing Champions training and peer network are being refreshed to raise awareness of the link between mental wellbeing and discrimination/exclusion.

Progress against WRES 2022/23 Action Plan

	Cultural Development Objective	Action	Progress	Workstreams carried over to 2024/25
2	To seek an upwards trend in the percentage of BME staff believing that the trust provides equal opportunities for career progression or promotion. **Metric 7 (staff survey)**	• Design and establish a programme to support the career development and advancement of BME staff, including workshops to enhance knowledge and skills for job applications and interviews.	Job application and interview skills workshops in place **Metrics 7: Equal opportunities for career progression or promotion** **51.8%** of Black, Asian and Minority Ethnic staff said that SFT does provide equal opportunities for career progression or promotion. This is an **increase** from 2022 (44.2%)	• Consolidate job application and interview skills workshops throughout 2024
	To seek an upwards trend in the percentage of BME staff believing that the trust provides equal opportunities for career progression or promotion. **Metric 7 (staff survey)**	• Develop and test the BME Mentor/Mentee initiative within the framework of the Race Equality Wellbeing Project.	• Programme at scoping stage	• Pilot BME Mentoring Programme

	Recruitment Objective	Action	Progress	Workstreams carried over to 2024/25
3	To seek equity on appointment from shortlisting for BME applicants compared to white applicants. **Metric 2 (staff survey)**	Incorporate the principles of EDI from the NHSE/I's Six Point plan into the Trust's recruitment and promotion overhaul to foster inclusivity for BME staff.	• Full overhaul of recruitment and selection processes in place including diverse interview panels • **Metric 2: Appointment from shortlisting** In 2024, the relative likelihood of White applicants being appointed from shortlisting compared to BME applicants was **x1.25**. This is a **decrease** from 2023 (x1.54). • A figure below 1:00 indicates that BME applicants are more likely than White applicants to be appointed from shortlisting.	• Continue to embed best practice in recruitment and selection processes to achieve par on equity between BME and White job applicants. • Continue to develop diverse interview panels

Progress against WRES 2022/23 Action Plan

	Networks and Communication Objective	Action	Progress	Workstreams carried over to 2024/25
4	To develop a robust method to measure the relative likelihood of staff accessing non-mandatory training and CPD. **Metric 4 (staff survey)**	Identify and establish a procedure for documenting (e.g., MLE) the participation of staff in non-mandatory training and CPD, including details on the demographic backgrounds of the participants.	**Metric 4: BME Staff accessing non-mandatory training and CPD** At the present time, the Trust does not have a method for collecting staff accessing non-mandatory training and CPD. Work is in progress to identify a mechanism for identifying the uptake of non-mandatory training by BME staff. • This is ongoing work in the education department on MLE	• This is ongoing work in the education department on MLE
5	To enhance the reach and impact of the Culture and Equity Staff Network to improve the experience of BME staff across the Trust.	Support and develop the Culture and Equity Staff Network in celebrating and commemorating events, as well as in identifying and reporting on prevalent themes and issues concerning BME staff at the Trust.	• A new Multicultural Staff Network has been created with a mission to build an inclusive workplace where everyone belongs and has a voice that counts.	• Multicultural Staff Network relaunched on 18 July • Develop the leadership team with meaningful succession planning • Hold high visibility and impactful events (e.g.. Black History Month, Tent Talks Inclusion Day, Staff awards, Inclusion week, South Asian Heritage Month)
6	To improve personal and demographic data on ESR	Encourage all staff and Board execs to update their personal and demographic status on ESR.	**SFT Workforce Diversity as of 31 March 2024** Total Employees: 4,498 (excluding bank staff) White: 3,195 (71%) **Unknown Ethnicity: 98 (2%)** Black and Minority Ethnic (BME): 1,205 (27%) Board ethnicity now 100% known (9 White and I BME)	• Business as usual

WRES Action Plan 2023/24

	Cultural Development Objective	Action	Lead	Deadline
1	To seek a downward trend in the percentage of BME staff experiencing harassment, bullying, abuse or discrimination at work **Metric 5, 6 and 8 (staff survey)**	• Implement Leadership Behaviours Charter workshops across all divisions. • Update Managers' Wellbeing Conversation training to include addressing mental wellbeing concerns related to discrimination and exclusion. • Provide Inclusion Masterclass training for all staff. • Run 'nip in the bud' workshops to empower staff to confidently address discriminatory behaviours at the outset	Head of Inclusion & Wellbeing Head of Organisation Development & Leadership	Q3 2025/26
2	To seek an upwards trend in the percentage of BME staff believing that the trust provides equal opportunities for career progression or promotion. **Metric 7 (staff survey)**	• Consolidate job application and interview skills workshops throughout 2024	Head of Inclusion & Wellbeing Head of Resources	Q3 2025/26
3	To seek an upwards trend in the percentage of BME staff believing that the trust provides equal opportunities for career progression or promotion. **Metric 7 (staff survey)**	• Pilot BME Mentoring Programme	Head of Inclusion & Wellbeing Head of Resources	Q3 2025/26

	Networks and Communication Objective	Action	Lead	Deadline
4	To develop a robust method to measure the relative likelihood of staff accessing non-mandatory training and CPD. **Metric 4 (staff survey)**	• Develop a method for updating MLE via ESR on staff accessing non-mandatory training and CPD by demographics	Head of Education Head of Data Analysis	Q3 2025/26
5	To enhance the reach and impact of the Multicultural Staff Network to improve the experience of all staff, but with a spotlight on BME staff across the divisions/services/teams	• Develop the leadership team with meaningful succession planning • Hold high visibility and impactful events (e.g.. Black History Month, Tent Talks Inclusion Day, Staff awards, Inclusion week, South Asian Heritage Month)	Head of Inclusion & Wellbeing Deputy Head of Nursing (Surgery) Multicultural Staff Network	Q4 2024/25

Annex A – Definitions of Ethnicity: Workforce Race Equality Standard

	Ethnic Categories 2021 – Definitions of 'Black and Minority Ethnic' and 'White'
1	WHITE
	1 – White –British / Welsh / Scottish / Northern Irish / British 2 – White –Irish 3 – Gypsy or Irish Traveller 4 – Any other White background
2	**MIXED/MULTIPLE ETHNIC GROUPS**
	5 – White and Black Caribbean 6 – White and Black African 7 – White and Asian 8 – Any other mixed / multiple ethnic background please describe
3	ASIAN / ASIAN BRITISH
	9 – Asian or Asian British –Indian 10 – Asian or Asian British –Pakistani 11 – Asian or Asian British – Bangladeshi 12 – Asian or Asian British – Chinese 13 – Any other Asian background please describe

	Ethnic Categories 2021 – Definitions of 'Black and Minority Ethnic' and 'White'
4	BLACK / AFRICAN / CARIBBEAN / BLACK BRITISH
	14 – Black or black British – African 15 – Black or black British – Caribbean 16 – Any other black background please describe
5	ANY OTHER ETHNIC GROUP
	17 – Arab 18 – Any other ethnic group please describe
6	NOT STATED OR UNKNOWN
	19 – Not stated 20 – Do not wish to state 21 – Unknown