



Salisbury

NHS Foundation Trust

Workforce Race Equality Standard (WRES)

Annual Report and Action Plan

2022/23

Final (30.10.2023)

Introduction and Background to WRES 2022/23

About this annual report and action plan

This report represents Salisbury NHS Foundation Trust's Workforce Race Equality Standard (WRES) annual report and action plan 2022/23. The report was agreed and ratified by the Trust Board on 5 October 2023.

The WRES is mandated by the NHS Standard Contract as an evidence-based standard that aims to help improve the experiences of Black and Minority Ethnic (BME) staff in the NHS.

See [Annex A](#) below for definitions of ethnicity and the people covered by the WRES. There are nine WRES metrics to enable NHS organisations to compare the workplace and career experiences of BME and White staff.

The WRES is designed to help foster a better understanding of the issues faced by BME staff and the inequalities they experience compared to White colleagues.

The WRES was first made available to the NHS in 2015, and the 2023 metrics have built on progress achieved since 2017 to improve the workplace and career experiences of BME staff working for or seeking employment in the NHS.

[The WRES 2023 resources for NHS organisations can be found here.](#)

The [national WRES annual report 2022](#) is the seventh national WRES report to be published and provides key findings and trends highlighting inequalities between the experiences of BME staff and White staff across all nine metrics.

This demonstrates the case for trusts to continue in 2023 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 Plan and the People Promise for a more inclusive and compassionate NHS.

In addition, for 2023, Trusts have been asked to report separately on their BANK staff (BWRES) and their Medical staff (MWRES). Provider trusts are mandated to publish a WRES annual report and action plan (2022/23) on their website by 31 October 2023, which should contain:

- A report that sets out the organisation's data for each metric.
- A WRES action plan, which should set out how they will address the differences highlighted by the metrics data in the forthcoming 12 months.
- A narrative on what progress has been made in delivering the objectives detailed in their 2022 WRES action plan.
- An outline of the steps the organisation will take to improve the experiences of BME staff in their 2023 WRES action plan.
- An outline of the steps the organisation will take to ensure BME staff representation at all levels throughout the organisation and identify any barriers that stand in the way of career progression.

[Previous SFT's WRES annual reports for 2017, 2018, 2019, 2020, 2021 and 2022 can be found here.](#)

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Executive Summary

Workforce race equality data

This report presents data on the workforce race equality of the Salisbury Foundation Trust (SFT) for the year 2022/23. The data was collected on a snapshot date of 31 March 2023.

Overall workforce (metric 1)

The total number of staff at SFT has increased from 4041 in 2022 to 4236 in 2023. This is an increase of 195. The total Black and Minority Ethnic (BME) workforce has also increased, from 810 in 2022 to 957 in 2023.

Progression of BME staff

The progression of BME staff from lower to the upper pay bands continues to be a challenge. The WRES disparity index, which measures the difference in progression rates between BME and white staff, has **increased** again in 2023. This means that White staff are **15.62** times more likely to progress from lower to the upper employment bands than BME staff.

BME staff in key senior roles

In the non-clinical workforce, there are no BME staff at Band 8A, 8D, Band 9 or at very senior manager positions. Similarly, in the clinical (non-medical) workforce, there are no BME staff at Band 8B, Band 8C, Band 8D, Band 9 or at very senior manager positions. This remains a concern if SFT is to become an inclusive and equitable employer and meet the Model Employer Goals.

Model Employer Goals

The Model Employer Goals set ambitious targets for Trusts to ensure that all roles above Band 6 are representative of the workforce by 2025. SFT revised these goals last year to reflect the increase in the Agenda for Change (AfC) BME staff from 15.7% to 18.7% for the year 2021/22. However, the AfC BME staff has now **increased** to **21.7%**, so SFT will need to revise these goals again in 2023.

Appointment from shortlisting (metric 2)

Relative likelihood of White staff being appointed from shortlisting is **X1.55 times** compared to BME staff. In 2021 it was **X2.78 times**, however, we now know that this figure was an error in the calculation. The figure of **X1.55** is similar across other trusts in the BSW region and to the national average of **X1.54**

Entering formal disciplinary process (metric 3)

BME staff were **X0.98 less likely** (national average X1.4) to enter the formal disciplinary process compared to White staff. This appears to have significantly reduced from 2021 when BME staff were X1.7 times more likely to enter the formal disciplinary process than White staff.

Staff accessing non-mandatory training and CPD (metric 4)

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 national NHS staff survey 2022 (1881 respondents)

The staff survey shows BME staff experiencing **increased (28.9%)** (2021 27.7%) harassment, bullying or abuse from patients, relatives or the public relatives or the public in last 12 months, but **slightly less (19.2%)** (2021 19.9%) from managers/team leaders, but **more (25.5%)** (2021 22%) from staff. There is an **increase (44.2%)** (2021 39.1%) in BME staff believing the trust provides equal opportunities for career progression or promotion

Action Plan Progress against 2021/22 WRES

Progress has been made against all the action plan activities planned in 2021/22. Where actions have not been fully completed, they have been rolled forward into the 22/23 action plan.

Action plan against 2022/23 WRES

The Trust is dedicated to fostering a diverse and inclusive workforce, offering equal opportunities for all staff. Our action plan outlines tangible steps to enhance the experiences and career progression of BME staff over the next 12 months. We believe this initiative will substantially benefit our BME staff and enrich our organisational culture.

Key Findings – National NHS WRES Report 2022

In February 2023, the national WRES team published its annual WRES report based on data from 31 March 2022.

The figures on the right represent the key findings across England and Wales.

There has been a big jump in the number of BME staff. An increase of **over 27,500** was seen in the last year, with BME representation in the workforce increasing from **22.4% to 24.2%**.

Since 2018 the number of BME staff has increased by **over 100,000** (with BME representation increasing from **19.1% to 24.2%**). An increase in internationally educated nurses (IENs) and international medical graduates (IMGs) is likely to be a significant contributor to this. Although BME representation increased by **1.8%** percentage points from **22.4% to 24.2%**.

+ 3.3%

As at 31 March 2021, **22.4%** (309,532) of staff working in NHS trusts in England were from a BME background. This is an **increase from 19.1%** in 2018. There were 74,174 more BME staff and 71,296 more white staff in 2020 compared to 2018.

+69.7%

The total number of BME staff at very senior manager level has increased by **69.7%** since 2018 from **201 to 341**.

93.5%

The proportion of trusts, where a higher proportion of BME staff compared to white staff experienced harassment, bullying or abuse from staff in the last 12 months.

+38.1%

The number of BME board members in NHS trusts increased by **128 (38.1%)** between 2020 and 2022.

x1.14

BME staff were **1.14 times** more likely to enter the formal disciplinary process compared to white staff. This is the same as in 2021. There is a significant improvement from 2016 when the likelihood ratio was **1.56**. BME staff were more than **1.25 times** more likely to enter the formal disciplinary process at just under half of trusts.

1 in 4

staff experienced abuse or harassment from the public, and as many from other staff.

The difference is that the abuse or harassment from the public affects both white and BME staff (this varies by region).

Abuse or harassment from other staff is mostly a problem of harassment for BME staff (and is seen in all regions).

x1.54

White applicants were **1.54 times** more likely to be appointed from shortlisting compared to BME applicants; this is lower than 2021. There has been year-on-year fluctuation but no overall improvement over the past seven years.

42.8%

of women from a white Gypsy or Irish Traveller background experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months.

Women from a black background (**19.8%**) and women from an Arabic background (**18.4%**), experienced high levels of discrimination from a manager/team leader or other colleagues in the last 12 months.

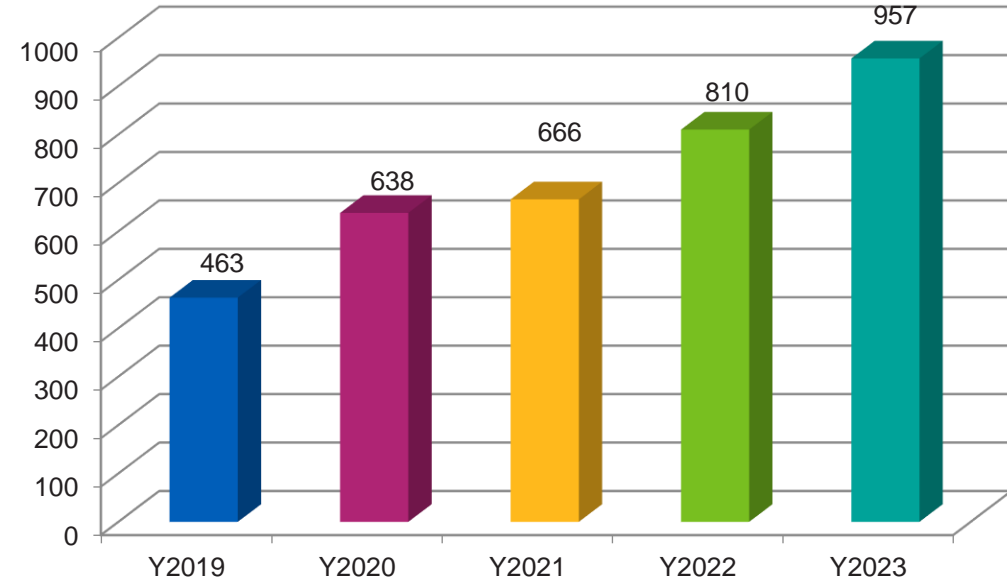
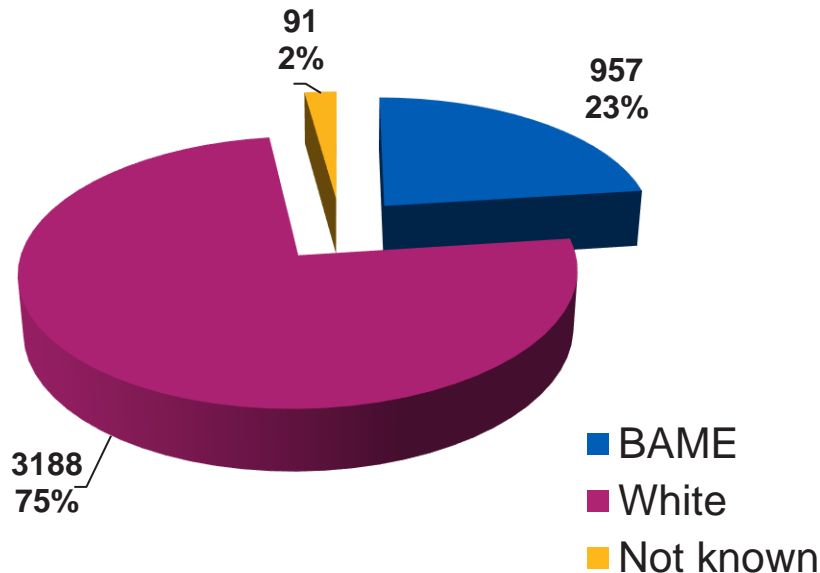
35.4%

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, irrespective of gender.

SFT Workforce as at 31 March 2023 (Metric 1)

+3% BME

On 31 March 2023, SFT had a workforce of 4236 (excluding Bank staff) of which, 3188 were White, 91 had unknown ethnicity and **23% (957)** of staff were from a Black, and Minority Ethnic (BME) background. This is an increase from **20% (810)** in 2022.

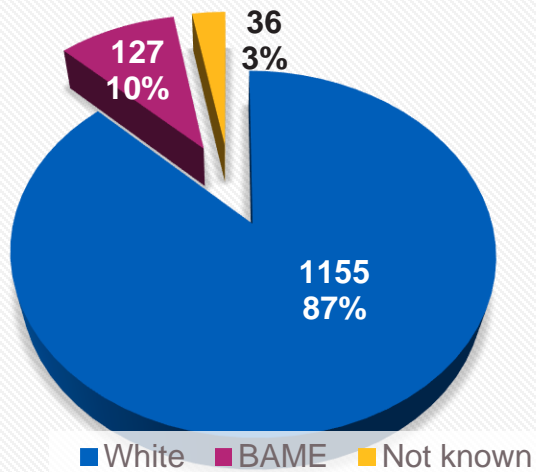


There has been a steady increase in the number of people from a BME background employed by the Trust as can be seen in the graph above. This has been boosted by international recruitment of nurses.

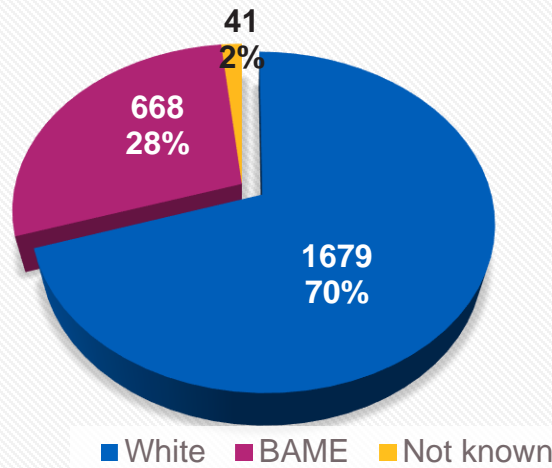
SFT Workforce 31 March 2023 (Metric 1)

The following pie charts show the percentage of BAME staff in clinical and non-clinical roles compared with White staff. **2918 (69%)** of our staff are clinical, compared to **1318 (31%)** non-clinical.

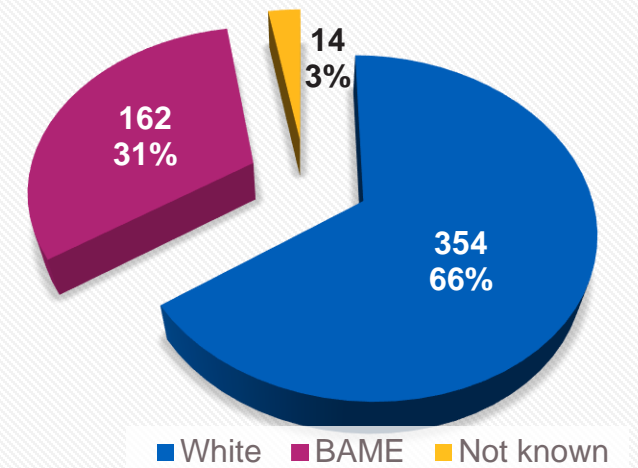
Non-clinical



Clinical (non-medical)



Medical & Dental



SFT Workforce 31 March 2023 – Non-clinical (Metric 1)

On the 31 March 2023, SFT had a total of 4236 staff (excluding Bank Staff). The table below represents the breakdown of the non-clinical workforce.

1a) Non-clinical workforce	White	BME	Ethnicity unknown
	Headcount	Headcount	Headcount
Under Band 1	0	0	0
Band 1	2	0	0
Band 2	322	56	9
Band 3	338	36	11
Band 4	163	17	4
Band 5	107	5	3
Band 6	85	8	3
Band 7	53	2	1
Band 8A	41	0	2
Band 8B	21	2	2
Band 8C	10	1	0
Band 8D	10	0	1
Band 9	6	0	0
VSM	1	0	0
Total non-clinical	1159	127	36

In the non-clinical workforce, there are no BME staff at Band 8A, Band 8D, Band 9 or at very senior manager positions

SFT Workforce 31 March 2023 – Clinical (non-medical) (Metric 1)

On the 31 March 2023, SFT had a total of 4236 staff (excluding Bank Staff). The table below represents the breakdown of the clinical (non-medical) workforce.

1b) Clinical workforce (non-medical)	White	BME	Ethnicity unknown
	Headcount	Headcount	Headcount
Under Band 1	0	0	0
Band 1	0	0	0
Band 2	76	26	0
Band 3	393	86	12
Band 4	101	71	1
Band 5	284	354	14
Band 6	427	106	11
Band 7	273	20	2
Band 8A	77	5	1
Band 8B	28	0	0
Band 8C	8	0	0
Band 8D	6	0	0
Band 9	1	0	0
VSM	1	0	0
Total clinical (non-medical)	1675	668	41

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

SFT Workforce 31 March 2023 – Medical & Dental (Metric 1)

On the 31 March 2023, SFT had a total of 4236 staff (excluding Bank Staff). The table below represents the breakdown of the medical and dental workforce.

1b) Medical & Dental	White	BME	Ethnicity unknown
	Headcount	Headcount	Headcount
Consultants	174	35	10
Of which Senior medical manager	5	0	0
Non-consultant career grade	50	47	2
Trainee grades	124	80	2
Other	1	0	0
Medical & Dental	354	162	14

The Model Employer Targets 2023

Excluding Medical & Dental grades, the percentage of BME people across all AfC pay bands is **21.7%** on 31 March 2023. This is an increase from **18.7%** in 2022.

The Workforce Race Equality Standard Model Employer paper, published in January 2019, sets out an ambition to increase black and minority ethnic representation at all levels of workforce by 2028. This ambition has been expedited by the NHS People Plan 2020 to increase senior leader representation by 2025 to equate to either the organisational or community percentage, whichever is highest.

In May 2021 NHS WRES National Team circulated details of an updated approach to the Model Employer Goals. The basis of the change is a more ambitious plan for organisations to be representative across all AfC Pay Bands from Band 6 to VSM by 2025

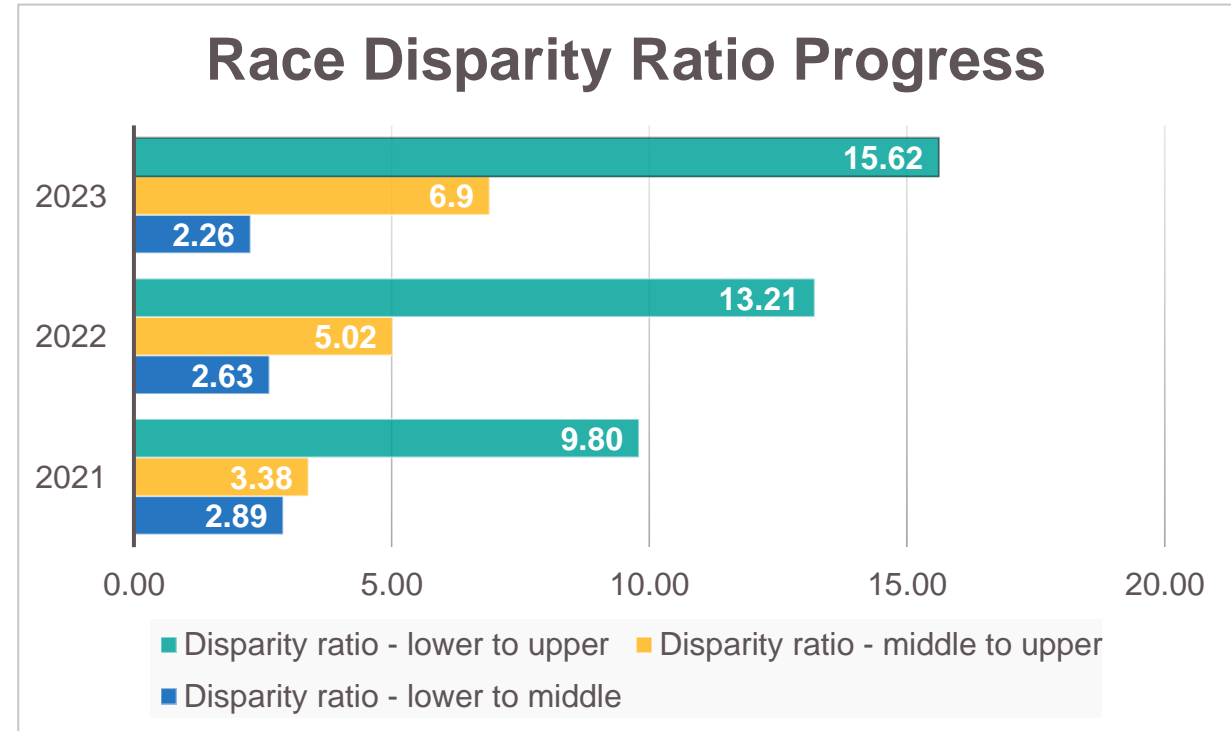
The following table shows the revised 2025 SFT target for AfC Bands 6 to VSM based on the current **21.7% BME** workforce

2023	Total staff	BME Staff (Actual)	BME Target 21.7% by 2025	Actual % 2023
Band 6	502	114	0	22.4
Band 7	326	22	71	7
Band 8a	118	5	26	6
Band 8b	49	2	11	4
Band 8c	18	1	4	5
Band 8d	16	0	3	0
Band 9	7	0	1	0
VSM	2	0	0	0

The Race 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:

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



The Race Disparity Ratio of 1.00 would indicate equity in the progression of White and BME staff groups. For example, a disparity ratio of 15.62 means that White staff are 15.62 times more likely to progress from lower to the upper employment bands than BME staff

Appointment from shortlisting 31 March 2023 (Metric 2)

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

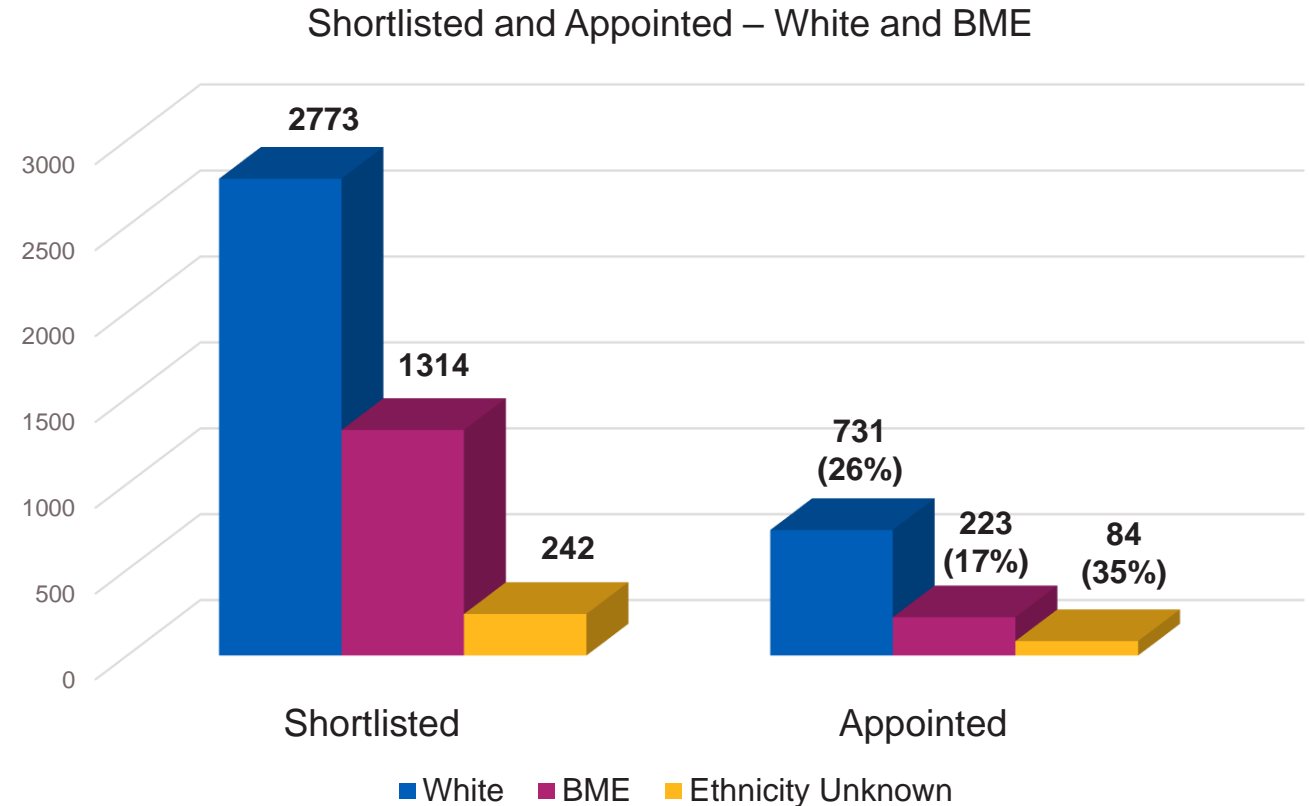
X1.55

Relative likelihood of White staff being appointed from shortlisting compared to BME staff.

The figure of **X1.55** is similar to the national average of **X1.54**.

Relative likelihood of appointment from shortlisting is also shown in percentage in the graph.

Note: This figure does not include directly recruited international staff.



SFT WRES 31 March 2023 (Metric 3)

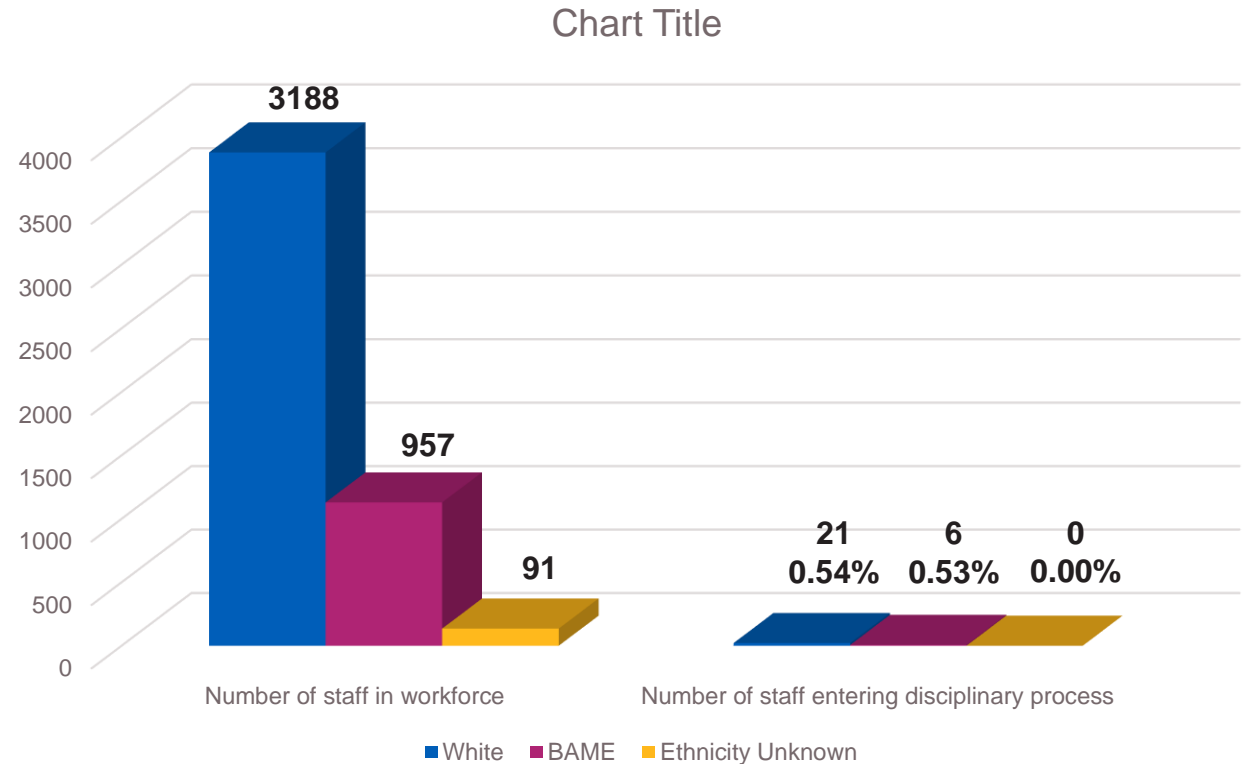
Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.

X0.98

BME staff were **X0.98 less likely** to enter the formal disciplinary process compared to white staff.

This appears to have significantly reduced from 2022 when BME staff were **X1.7** times more likely to enter the formal disciplinary process compared to white staff.

The national average is **X1.14**

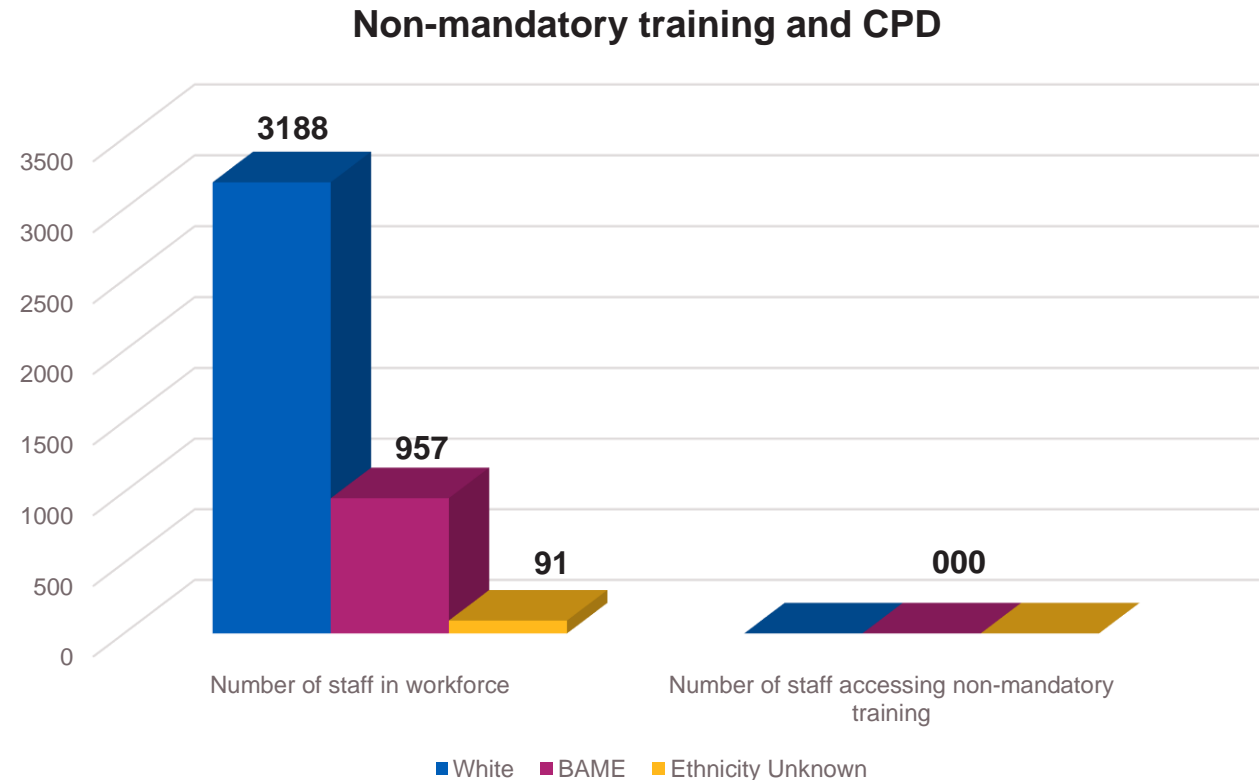


SFT WRES 31 March 2023 (Metric 4)

Relative likelihood of staff accessing non-mandatory training and CPD

NOTE: 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.



SFT Staff Survey 2022 (Metric 5)

NOTE: Metrics 5 to 8 are sourced from the SFT's national NHS staff survey 2022

1861 people in the Trust responded to the 2022 staff survey. 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

28.9% of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse. This is an **increase** from 2021 (27.7%)

24.7% of White staff stated they had experience harassment, bullying or abuse. This is an **increase** from 2021 (22.4%)

SFT Staff Survey 2022 (Metric 6)

NOTE: Metrics 5 to 8 are sourced from the SFT's national NHS staff survey 2022

1861 people in the Trust responded to the 2022 staff survey. The following Staff Survey questions are recorded within our WRES data:

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

25.5% of Black, Asian and Minority Ethnic staff stated they had experience harassment, bullying or abuse. This is an **increase** from 2021 (22%)

22.6% of White staff stated they had experience harassment, bullying or abuse. This is an **increase** from 2021 (17.2%)

SFT Staff Survey 2022 (Metric 7)

NOTE: Metrics 5 to 8 are sourced from the SFT's national NHS staff survey 2022

1861 people in the Trust responded to the 2022 staff survey. 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

44.2% of Black, Asian and Minority Ethnic staff said **Yes**. This is a slight **increase** from 2021 (39.1%)

55.1% of White staff said **Yes**. This is a slight **increase** from 2021 (53.5%)

SFT Staff Survey 2022 (Metric 8)

NOTE: Metrics 5 to 8 are sourced from the SFT's national NHS staff survey 2022

1861 people in the Trust responded to the 2022 staff survey. The following Staff Survey questions are recorded within our WRES data:

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

19.2% of Black, Asian and Minority Ethnic staff said **Yes**. This is a slight **decrease** from 2021 (19.9%)

6.3% of White staff said **Yes**. This is slight **decrease** from 2021 (6.6%)

Trust Board Membership (Metric 9)

Metric 9: Trust Board Membership – snapshot on 31 March 2023

Board voting membership	White	BME	Ethnicity unknown
Total Board members	11	1	2
of which: Voting Board members	11	1	2
Non-voting Board members	0	0	0
of which: Exec Board members	4	0	2
Non-executive Board members	7	1	0

Action Plan Progress against WRES 2021/22

	Action	Status
1	The Trust Board to engage in a Reciprocal/Reverse Mentoring Program, initially with members of the Trust's BME Forum.	Piloted reverse mentoring pilot with CEO/BME staff network chair Proposed Mentor/Mentee programme as part of the Race Equality Wellbeing Project - this work is carried over to 2022/23
2	Trust Board to discuss and consider having an open seat on the Trust Board for a representative from the BME Forum.	The CEO is the exec sponsor of the Culture and Equity Staff Network. Monthly meeting with all staff networks take place with the CPO.
3	A program of support to be provided to BME Forum Members to prepare them for attendance at Board meetings.	The CEO is the exec sponsor of the Culture and Equity Staff Network
4	Nominate and support a member of staff to take part in the 2022 national WRES expert program.	There is a WRES expert in the Trust
5	Research and review how the Trust collects data on the progress of individuals from application to appointment. This to include the comparison between applicants who are from White or BME communities.	This is ongoing work as part of the overhauling of recruitment and career progression taking place at the Trust - this work is carried over to 2022/23

	Action	Status
6	Regular Starter and Leaver reports to include a comparison of white and BAME staff.	This is ongoing work as part of the overhauling of recruitment and career progression taking place at the Trust - this work is carried over to 2022/23
7	Trust adopts and engages with the NHSE/I inclusive recruitment and promotion practices Six Point action plan	Six Points adopted with creation of an action plan to embed EDI into recruitment and career progression – this work is carried over to 2022/23
8	To agree the recording process of the uptake of non-mandatory training by BME staff.	Scoping work on MLE - this work is carried over to 2022/23
9	EDI Committee to work with the BME forum to monitor these actions to drive the WRES agenda forward	WRES is part of the A3 Thinking action plan on SFT becoming an inclusive and equitable employer
10	Ensure our people are confident to share up to date, relevant and accurate equality data through our ESR self-reporting process. Ensuring that they understand the benefits of doing so.	Regular promotion in comms and other media to encourage staff to update ESR with personal and demographic data - this work is carried over to 2022/23

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Action Plan against WRES 2022/23

	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)	<ul style="list-style-type: none"> 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. 	Head of Inclusion & Wellbeing Head of Organisation Development & Leadership	Q4 23/24
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)	<ul style="list-style-type: none"> 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. Develop and test the BME Mentor/Mentee initiative within the framework of the Race Equality Wellbeing Project. 	Head of Inclusion & Wellbeing - Head Resources - Head of Employee Relations Race Equality Wellbeing Project Lead Culture and Equality Staff Network	Q4 23/24
	Networks and Communication Objective	Action	Lead	Deadline
3	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.	Head of Education	Q2 23/24
4	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.	Head of Inclusion & Wellbeing - Culture and Equality Staff Network	Q2 23/24
5	To improve personal and demographic data on ESR	Encourage all staff and Board execs to update their personal and demographic status on ESR.	Head of Inclusion & Wellbeing - ESR Team	Q2 23/24
	Recruitment Objective	Action	Lead	Deadline
6	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.	Head of Resources	Q3 23/23

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Annex A – Definitions of ethnicity: people covered by the WRES

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