

**NHSBT Executive Team Meeting**  
**Workforce Race Equality Scheme Report**  
**April 2020**

**1. Status – Executive Team**

- 1.1 This paper presents the annual progress update to the Executive Team in relation to the Workforce Race Equality Standard (WRES). Due to the ongoing COVID-19 situation NHS England have suspended the WRES data collection for 2020, however where possible the data in this report has been updated.
- 1.2. In addition, four of the nine indicators will be updated based on the results of the planned June 2020 Your Voice survey results once available.
- 1.3 The report should also help to provide some context and background to the work currently underway at our Colindale centre and should help to link up some of the concerns raised following the recent Donor Pathway work undertaken by McKinsey.

**2. Progress Update**

- 2.1 Since the May 2019 report key highlights to note are: -
  - BAME colleagues at NHSBT now represent 15% of the current workforce, a slight increase on the 14.2% from 2019 – this represents an increase of 62 BAME colleagues over the year.
  - Although 15% is slightly above the percentage of the BAME working population in the UK, which stands at circa 14%, this is still some way off the wider NHS. On current figures, NHSBT would need to employ a further 292 BAME employees to match the wider NHS representation figure of 20%.
  - The distribution of BAME colleagues across the organisation remains inconsistent across Directorates, Centres and pay bands. For example Blood Donation stands at 9% BAME representation and Organ Donation at 5.5% representation. To illustrate the scale of the challenge we would need to employ an additional 128 BAME colleagues in Blood Donation and a further 54 BAME colleagues in OTDT to match the NHSBT 15% representation.

OTDT and Blood Donation have both developed 3-year strategy plans to address this challenge.

- Representation of BAME colleagues in senior leadership roles at Band 8a and above remains at 9%. A further 36 BAME colleagues would need to be employed at Band 8a and above across all Directorates to match 15% representation.
- Work is underway on mapping out the career pathways of all BAME colleagues at Band 7 and above. This is a key area of focus; to ensure development opportunities are available for all BAME colleagues
- A key issue highlighted in last years WRES update concerned the likelihood of BAME staff entering the formal disciplinary process. A triage intervention has been introduced for potential disciplinary cases – this has resulted in an improvement from 1.04 to 0.81 this year.

### 3.0 WRES Data

The table below shows the latest WRES Data;

Indicator		2019	2020 (where known)	Wider NHS
1	Percentage of BAME employees	14.3%	15.0%	20%
	Percentage of BAME Band 8a and above	9.4%	9.2%	5.7%
2	Relative likelihood of white applicants being appointed from shortlisting compared to BME applicants	1.19	<b>Not Known*</b>	1.57
3	Relative likelihood of BME staff entering the formal disciplinary process compared to white staff	1.04	0.81	1.22
4	Relative likelihood of staff accessing non-mandatory training and continuing professional development	1.09	<b>Not Known*</b>	1.15
Responses for Indicators 5-8 will be updated following the Your Voice survey results following the planned June 2020 survey.				
9	Percentage BAME of the organisations' board membership and Directors	5%	7%	8.4%

\*Data for indicators 2 and 4 will be updated once NHSBT moves to the recovery phase following the pandemic. During the pandemic resources have been diverted to the pandemic response.

A detailed breakdown of last years (2019) WRES data has been included at Appendix 1 for ease of reference.

#### **4.0 Next Steps**

With such a strong strategic need for us to attract and retain a loyal BAME donor base we also need to ensure that our workforce reflects the communities we serve.

The data indicates that there has been progress made however much more work remains to be done to enable comparison with the wider NHS.

This work will need to reflect on how we attract, recruit and retain a more diverse workforce to ensure all pay bands, centres and Directorates have a 15% representation of BAME colleagues.

The key to creating a more diverse organisation lies in being able to analyse the available data at a more micro level than previously had been the case. NHSBT has invested in recruiting a data analysis post and is in the process of recruiting a Head of Inclusion and Equality to bring a drive and coordination to the work needed to make a significant impact on our representation.

We have secured a second place on NHS England's WRES Expert Programme and this will help to influence the shift and cultural changes necessary to bring about race equality across the organisation to improve the experiences of BAME employees.

In the absence of the annual Our Voice survey, we conducted 'Let's Talk' BAME focus groups. This surveyed 43 BAME colleagues (about 5% NHSBT's BAME population) and provided the most recent qualitative and quantitative data from colleagues. A positive from the feedback was an overall engagement score of 3.06 out of 5. The qualitative feedback from these sessions also mirrored many of the themes arising from previous findings including:

- The need for compulsory training course for NHSBT Senior Leadership Team and middle managers on Race & unconscious bias.
- Introducing more protected time for managers and colleagues to attend BAME events and activities, including the BAME network.
- A review of the complaints processes for discrimination and how reporting discrimination can be made easier.
- Improved succession planning for BAME colleagues.

An overview of the actions planned against each indicator to improve the WRES data for 2020/21 can be seen at Appendix 2.

#### **Author**

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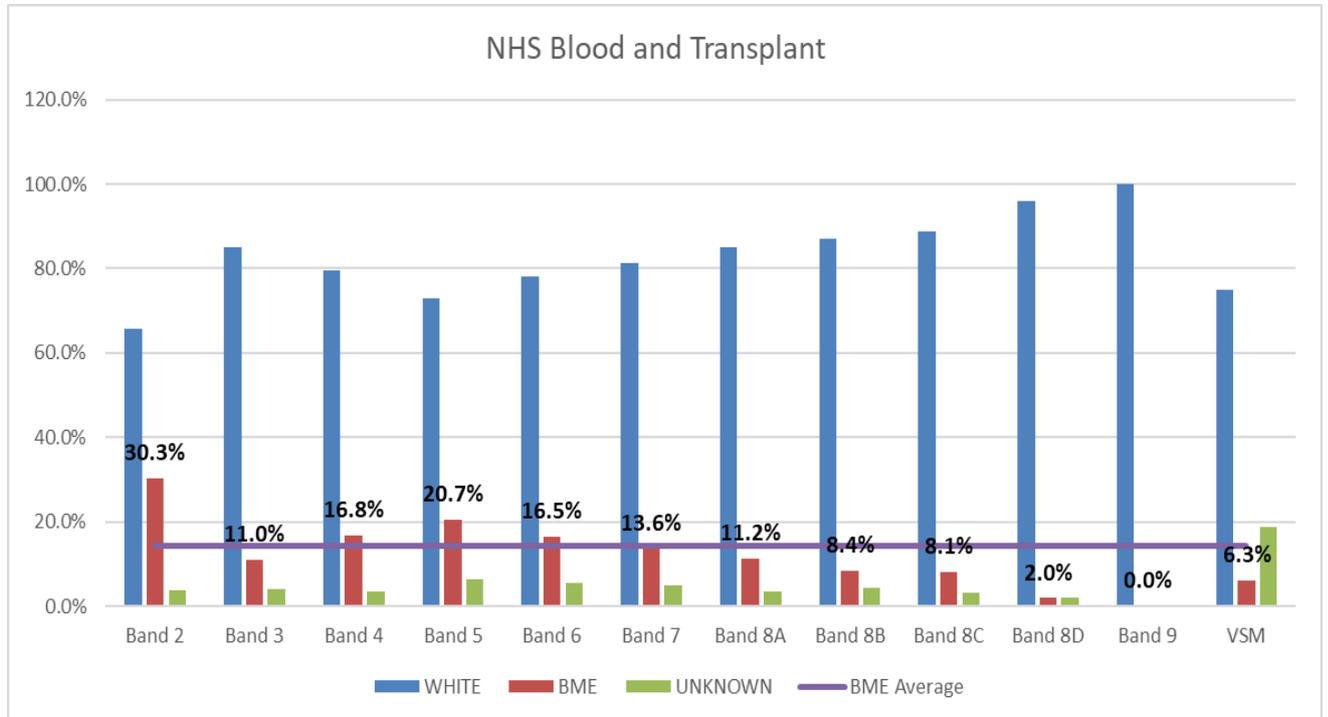
#### **Responsible Director**

Katherine Robinson  
People Director

## Appendix 1: Key highlights from our latest WRES report

(Source: WRES data submission for 2019)

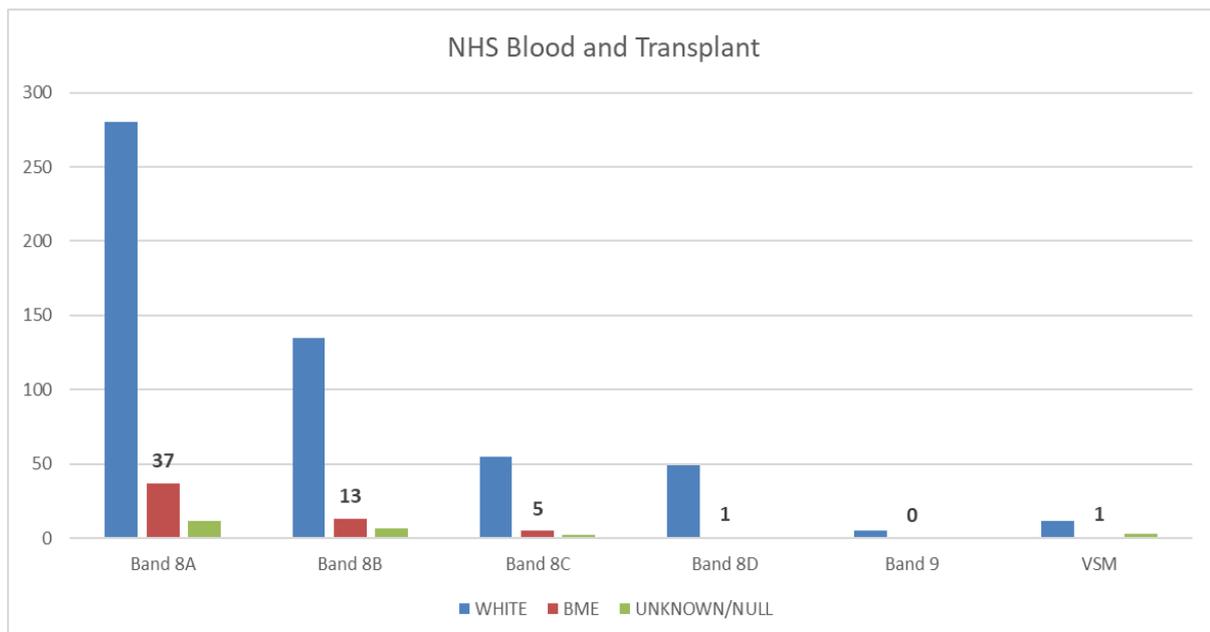
### Ethnicity and pay bands



14.3% (785) of staff are from a BAME background.

BME staff were underrepresented in all pay bands above AfC band 6

### Ethnicity and AfC Band 8a – VSM



There are 7 (5.2%) BME staff at AfC band 8c and above

## WRES indicators 2 – 4 data

Indicator Type	WRES Indicator	Metric Description	2018	2019
			Score	Score
W O R K F O R C E	2	Relative likelihood of White applicants being appointed from shortlisting compared to that of BME applicants	1.55	1.19
	3	Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process.	1.40	1.04
	4	Relative likelihood of White staff accessing non mandatory training and CPD compared to BME staff	0.59	1.09

BAME staff were relatively:

- less likely to be appointed from shortlisting
- more likely to enter the formal disciplinary process
- more likely to access non mandatory training and CPD

## WRES NHSBT staff survey questions

For the 2019 report, we used the Our Voice survey results from 2018

Indicator Type	WRES Indicator	Metric Description	WHITE	BME
S S T R A V E R Y	6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	13.9%	13.9%
	7	Percentage believing that trust provides equal opportunities for career progression or promotion.	51.0%	36.0%
	8	In the last 12 months have you personally experienced discrimination at work?	7.3%	11.1%

- BAME staff reported a worse experience than white staff for the three staff survey questions we report against for the ALB's.

## Appendix 2: WRES Action Plan 2020-21

WRES	What do we plan to do?
<p><b>Indicator 1:</b> Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM (including executive Board members)</p>	<ul style="list-style-type: none"> <li>• Talent Share Review of BAME Band 7 and above</li> <li>• Improve Careers website to make more inclusive with more BAME case studies / role models</li> <li>• Open Days at key centres to promote the work of NHSBT and career profiles.</li> <li>• Diverse Recruitment Focus Group for BD employees to address high attrition rates.</li> <li>• Stepping Up Programme – development for BAME colleagues.</li> <li>• Working with Business in the Community – Cross-Sector Mentoring Circles</li> <li>• BAME Careers Masterclass – to improve career progression of BAME colleagues</li> </ul>
<p><b>Indicator 2:</b> Relative likelihood of staff being appointed from shortlisting across all posts</p>	<ul style="list-style-type: none"> <li>• Detailed data analysis of all applications via NHS Jobs to understand %age shortlisted vs %age placed into jobs</li> <li>• Recruit more BAME Panel members</li> <li>• Design and deliver training for new BAME Interview Panel members for Band 8a and above</li> <li>• Refresh BAME Interview Panel intervention; with refreshed comms to promote</li> <li>• Develop inclusive interview panels for band 7 posts; recruit panel members and plan training.</li> <li>• Explore a fair and consistent process for internal secondments and interim positions</li> </ul>
<p><b>Indicator 3:</b> Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation</p>	<ul style="list-style-type: none"> <li>• Triage system looking at each potential BAME case to review whether it needs to be investigated further and to properly understand what actions have already taken place.</li> <li>• Awareness around process for reporting</li> <li>• Increase no. of workforce mediators</li> <li>• Mediation training for new mediators</li> <li>• Themed review of disciplinary, grievance and bullying and harassment cases</li> <li>• Freedom to Speak Up Guardian and Champions to be available for employees to discuss and share concerns</li> </ul>
<p><b>Indicator 4:</b> Relative likelihood of staff accessing non-mandatory training and CPD</p>	<ul style="list-style-type: none"> <li>• New Data Analyst appointed to review, and track trends of all L&amp;D programmes being accessed and by who.</li> <li>• Track uptake of L&amp;D programmes by Directorate and by ethnicity.</li> <li>• Increased awareness and understanding of training material and policy document.</li> </ul>

<p><b>Indicator 5:</b> Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p>	<ul style="list-style-type: none"> <li>• New Culture App soon to be launched (June 2020) which will provide finger on the pulse insight on employee engagement using tailored questions.</li> <li>• Track responses by Directorate with targeted comms to HR BP's</li> <li>• Increased awareness and understanding of training material and policy document.</li> </ul>
<p><b>Indicator 6:</b> Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</p>	<ul style="list-style-type: none"> <li>• New Culture App soon to be launched (June 2020) which will provide finger on the pulse insight on employee engagement using tailored questions.</li> <li>• Track responses by Directorate with targeted comms to HR BP's</li> <li>• Increased awareness and understanding of training material and policy document.</li> </ul>
<p><b>Indicator 7:</b> Percentage believing that trust provides equal opportunities for career progression or promotion</p>	<ul style="list-style-type: none"> <li>• New Culture App soon to be launched (June 2020) which will provide finger on the pulse insight on employee engagement using tailored questions.</li> <li>• Track responses by Directorate with targeted comms to HR BP's</li> <li>• Increased awareness and understanding of training material and CPD development opportunities.</li> </ul>
<p><b>Indicator 8:</b> In the last 12 months have you personally experienced discrimination at work from any of the following? B) Manager/team leader or other colleagues</p>	<ul style="list-style-type: none"> <li>• New Culture App soon to be launched (June 2020) which will provide finger on the pulse insight on employee engagement using tailored questions.</li> <li>• Track responses by Directorate with targeted comms to HR BP's</li> <li>• Increased awareness and understanding of training material and policy document.</li> </ul>
<p><b>Indicator 9:</b> Percentage difference between the organisations' Board membership and its overall workforce disaggregated:</p>	<ul style="list-style-type: none"> <li>• Increased visibility of job adverts across more diverse comms channels externally.</li> <li>• Director and NED appointments – use targeted recruitment agencies to improve diversity.</li> </ul>

