



Workforce Race Equality
Standard Action Plan
2024/2025

1. Introduction

To address a lack of progress in race equality for Black & Minority Ethnic staff in the NHS (as cited in “Snowy White Peaks of the NHS Report”), in April 2015 NHS England introduced the NHS Workforce Race Equality Standard (WRES). A description of the Indicators for WRES are shown below:

NHS Workforce Race Equality Standard Indicators	
Workforce metrics: For each of these three workforce indicators, the Standard compares the metrics for white and Black and Minority Ethnic staff.	
1.	Percentage of BME staff in Bands 8-9, VSM (including executive Board members and senior medical staff) compared with the percentage of BME staff in the overall workforce
2.	Relative likelihood of BME staff being appointed from short listing compared to that of White staff being appointed from short listing across all posts.
3.	Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation* *Note: this indicator will be based on data from a two year rolling average of the current year and the previous year.
4.	Relative likelihood of BME staff accessing non-mandatory training and CPD as compared to White staff
National NHS Staff Survey findings	
For each of these four staff survey indicators, the Standard compares the metrics for each survey question response for White and BME staff.	
5.	Q14a. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6.	Q14b & Q14c. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7.	Q15. Percentage believing that trust provides equal opportunities for career progression or promotion
8.	Q16a. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues
Boards	
Does the Board meet the requirement on Board membership in 9	

9.	Boards are expected to be broadly representative of the population they serve.

2. Overview at Frimley Health NHS FT

The Trust is making good progress on WRES Indicators overall. This progress has been built upon 48% of the workforce have disclosed they are from a Black, Asian, Minority Ethnic background. This is a unique position in the south east region, where on average there is a representation of 20%.

3. Content of the Action Plan

This action plan runs from October 31st for a year and it has been drawn together using data and information from:

- The NHS High Impact Actions
- Focus Groups held with staff in relation NHS Staff Survey Q16a
- The Trust’s People Strategy
- Frimley Health’s WRES Report 2018 – 2023
- Involvement of the Staff Networks
- Newer actions carried over from the Trust’s WRES Project Plan 2023/2024

4. Current progress being made at Frimley Health

The Trust has been making a range of positive progress in relation to WRES notably:

1. Every pay band including medical has seen an increase in BAME representation in the last year.
2. Good progress on Model Employer targets on increasing BAME representation at senior levels.
3. Parity for BAME staff when it comes to being appointed from shortlisting and on accessing non-mandatory and CPD training (as recorded on OLM).
4. BAME staff are treated the same as white staff with respect to entering disciplinary processes.
5. All National Staff Survey 2023 questions on the experience of BAME staff improved since 2022.
6. All but one of the WRES National Staff Survey 2023 questions on BAME staff experience score better than the acute trust average.
7. The gap between BAME and white staff on perception of career progression is shrinking year on year;
8. The Race Equality and Diversity (RED) Staff Network is supporting many of the Trust’s actions in this area and providing a voice for our BAME staff.

Other activity taking place in the Trust to support WRES obligations is listed below:

- The Leader In Me programme for Bands 5 and 6 runs quarterly with around 30 BAME staff completing it yearly
- The gap in BAME & White density at B5 & B6 has shrunk by 2%, which suggests a pipeline of BAME entry into Band 6 is opening up
- Inclusive recruitment training content under review
- A sample analysis of recruitment data for shortlisting and appointments of BAME at B8a+ is underway
- Encouraging staff to utilise ESR self service to increase disclosure of protected characteristics
- 48% of BAME staff have accessed in house leadership offerings – the figure for White Staff is 49%
- BAME staff are being trained to take part in the next Mutual Mentoring cohort
- Focus Groups have been held with staff to hear their experiences of facing discrimination and incivility in the workplace and steps to be taken to tackle these negative experiences
- The Multi disciplinary Managing Violence & Aggression Committee (MVAC) is setting in motion a range of activity

5. Governance

The Trust has a revamped Equality and Diversity Steering Committee in place which is chaired by the People Director with representation drawn from across the Trust.

The Deputy Director of People chairs a sub committee which will report on the Advancing Equality section of the Trust's Equality Strategy.

Progress against the WRES action plan will be reported and presented at committee level and components of WRES will be on the EDI dashboard for action by directorates.

• WRES Ind. 1 BAME representation across Pay Bandings						
No.	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	Who
1.	Ind. 1 Percentage of BAME in Afc Bands 1- 9	Have equal access to opportunities, pay increases and development no matter our individual characteristics	<ul style="list-style-type: none"> Continue with target for 30 members of staff completing LiM annually Report on BAME density at B5 & B6 quarterly 	Began July 2024 Oct 2024 then quarterly	<ul style="list-style-type: none"> 40 BAME staff graduate from LiM Aim to reduce gap between B5 & B6 by 3% 	L&OD & EDI Team
2.	Ind. 1 Percentage of BAME in Afc Bands 1- 9	Ensure a positive experience for our staff, from recruitment to induction and throughout their journey with us	<ul style="list-style-type: none"> Report on recruitment at B8b – B8d by staff group Engage the Trust Board on expectations of senior leader recruitment 	Dec 2025 then every quarter thereafter	<ul style="list-style-type: none"> Closure of the gap at Band 8b - 8d 	EDI Team & Resourcing Team
3.	Ind. 1 Percentage of BAME in Afc Bands 1- 9	Have equal access to opportunities, pay increases and development no matter our individual characteristics	<ul style="list-style-type: none"> Run an Ethnicity Pay Gap report Corporate communications every two months encouraging to update their personal demographic information 	Awaiting decision on submission date from NHSE	<ul style="list-style-type: none"> Increase ethnicity disclosure to 98% to aid EPG accuracy 	Workforce Team and EDI Team Comms
• WRES Ind. 2 BAME applicants being appointed from shortlisting						
	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	
4.	Ind. 2 Relative likelihood of white applicants being appointed from shortlisting compared to BAME applicants	Increasing recruitment from our local areas	<ul style="list-style-type: none"> Extend piloting of inclusive recruitment into other areas where BAME representation is lower than expected Report on the relative likelihood of BAME applicants being appointed in these pilot areas 	<ul style="list-style-type: none"> April 2025 June 2025 	<ul style="list-style-type: none"> BAME Representation rises as a result of the pilots Reduce any disparity between ethnicities 	Strategic Resourcing & EDI team

<ul style="list-style-type: none"> WRES Ind. 3 BAME staff Involvement in disciplinary processes 						
	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	Who
5.	<u>Ind. 3</u> Relative likelihood of BAME staff entering formal disciplinary process compared to white staff	Trust that concerns will be handled with care in a meaningful, safe and supportive manner	<ul style="list-style-type: none"> Report quarterly to the EDI Committee on the number of live cases and the ethnic split of staff involved 	<ul style="list-style-type: none"> January 2025 	<ul style="list-style-type: none"> Metric remains below the NHS average 	EDI Team and HRBPs
<ul style="list-style-type: none"> WRES Ind. 4 BAME staff access to Continuing Professional Development for BAME staff 						
	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	Who
6.	<u>Ind. 4:</u> Relative Likelihood of white staff accessing non – mandatory training compared to BAME staff	Have equal access to opportunities, pay increases and development no matter our individual characteristics	<ul style="list-style-type: none"> Report quarterly on uptake of internal leadership offerings by ethnicity, staff group Engage with BAME staff to gauge their experiences of accessing development and suggestions for broadening access 	<ul style="list-style-type: none"> Quarterly reporting began in April 2024 December 2024 	<ul style="list-style-type: none"> Proportion of BAME staff completing in house leadership offerings is 50% & exceeds BAME density in workforce 	EDI team
7.	<u>Ind. 4:</u> Relative Likelihood of white staff accessing non – mandatory training compared to BAME staff	Have equal access to opportunities, pay increases and development no matter our individual characteristics	<ul style="list-style-type: none"> Iterations of mentoring are expectations on leadership programmes and offered to staff Harmonise data collection approaches to gain a more robust picture of access to training 	<ul style="list-style-type: none"> November 2024 for Mutual Mentoring March 2024 	<ul style="list-style-type: none"> Run one cohort of each mentoring per year 	EDI team L&OD, Clin. Ed and EDI team

	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	Who
8.	<u>Ind. 4:</u> Relative Likelihood of white staff accessing non – mandatory training compared to BAME staff	Have equal access to opportunities, pay increases and development no matter our individual characteristics	<ul style="list-style-type: none"> Ascertain the proportion of BAME staff at Band 5 - 9 that have had an appraisal Correlate the proportion of BAME staff on LiM with an appraisal and PDP 	<ul style="list-style-type: none"> December 2025 in readiness for engagement events 	<ul style="list-style-type: none"> Increase uptake in appraisals by and average of 5% from B5 – B9 	EDI Team
NHS Staff Survey Indicators: <ul style="list-style-type: none"> WRES Inds. 5, 6, 7, 8 						
	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	Who
9.	<u>Ind. 5</u> Percentage of BAME staff experiencing harassment or abuse from patients	Experience less violence, aggression or other negative behaviours at work and when they do occur, we trust they will be dealt with quickly and appropriately	<ul style="list-style-type: none"> Run a World Café event to elicit a wider conversation on staff experiences of harassment and abuse Continue with the project activity being led by MVAC 	<ul style="list-style-type: none"> December 2024 Ongoing 	<ul style="list-style-type: none"> Run at least 2 listening events/focus groups Better the NHS average 	OD, EDI and FTSU
10.	<u>Ind. 6</u> Percentage of BAME staff experiencing harassment, bullying or abuse from other staff	Experience less violence, aggression or other negative behaviours at work and when they do occur, we trust they will be dealt with quickly and appropriately	<ul style="list-style-type: none"> Run a World Café event to elicit a wider conversation on staff experiences of harassment and abuse Take forward activity to support anti bullying awareness raising campaigns throughout the year 	<ul style="list-style-type: none"> December 2024 November 2024 	Better the NHS average and reduce the gap between white & BAME staff to <2%	OD, EDI and FTSU and MVAC

	WRES Indicator	FHFT People Strategy Objective	Actions 2024/25	By When	Target 2024/25	Who
11.	<u>Ind. 7</u> Percentage of staff feeling that the organisation provides equal opportunities to career progression	Have equal access to opportunities, pay increases and development no matter our individual characteristics	<ul style="list-style-type: none"> Review data from Exit interviews to ascertain if career progression is a factor in staff turnover Carry out trend analysis to narrow the disparity ratio (DR) in non – clinical career progression lower to upper and in Clinical lower to upper 	<ul style="list-style-type: none"> April 2025 December 2024 	<ul style="list-style-type: none"> Reduce the gap in perception between BAME & White to <5% Reduce ratio for n/clinical < 3.11 Reduce ratio for Clin. <5.24 	EDI Team and People Promise Manager
12.	<u>Ind. 8</u> Discrimination from manager, team leader and colleagues	Experience less violence, aggression or other negative behaviours at work and when they do occur, we trust they will be dealt with quickly and appropriately	<ul style="list-style-type: none"> Revamp MEP content to empower managers to tackle discrimination Produce case studies for MEP to support and embed learning on tackling discrimination Run a World Café event to elicit a wider conversation on staff experiences of harassment and abuse & invite areas where greatest improvement and support is needed 	<ul style="list-style-type: none"> December 2024 December 2024 December 2024 	<ul style="list-style-type: none"> Revised MEP content is agreed and in place Case studies are produced 50 staff attend the World Café event and the areas needing support attend 	EDI & OD& FTSU
13	<u>Ind. 9</u> Boards are broadly representative of the population they serve	Improve representation in senior roles and be open in our advertising to ensure our senior leaders reflect the diversity of our workforce	<ul style="list-style-type: none"> Approaches are explored that encourage a diverse cohort of high calibre candidates to apply for VSM positions 	<ul style="list-style-type: none"> April 2025 	<ul style="list-style-type: none"> Board opportunities attract a more diverse pool of applicants 	Resourcing and EDI

APPENDIX 1

No	High Impact Action	Success Metric
1.	Measurable objectives on EDI for Chairs, Chief Executives & Board Members	<ul style="list-style-type: none"> • Equality, Diversity and Inclusion (EDI) objectives are set for Board members • Board/Committee papers (including minutes) identify equality and health inequality impacts & risks and how they will be mitigated & managed • Board members strengthen commitment to equality talking about notable events linked to EDI • Chief Officers take EDI objectives beyond their organisations • Board members seek to understand experiences of patients accessing services and staff experiences working in the Trust
2.	Overhaul recruitment processes and embed talent management processes	<ul style="list-style-type: none"> • Relative likelihood of BAME and Disabled staff being appointed from shortlisting (WRES & WDES) • Improve the NHS SS score relating to career progression, training and development opportunities (WRES) • Year on year improvement in representation from protected characteristics, notably Disability and Sexual Orientation • Diversifying band 8b and above in relation to Ethnicity and disability

No	High Impact Action	Success Metric
3.	Eliminate total pay gaps for with respect to race, disability, gender	<ul style="list-style-type: none"> Year on year reduction the pay gaps Identify where the largest disparity exists between staff primarily by gender
4.	Address health inequalities in the workforce	<ul style="list-style-type: none"> Organisation acts on staff physical and mental health and wellbeing Health and Wellbeing is embedded into all aspects of Trust People Policies
5.	Comprehensive induction and onboarding programme for international recruited staff.	<ul style="list-style-type: none"> Strengthen existing onboarding processes for Internationally Educated Staff to cultivate a sense of belonging Onboarding processes for Internationally Educated Staff ensure that cultural and diverse needs of staff are acted upon
6.	Eliminate conditions and environment in which bullying, harassment and physical harassment occur	<ul style="list-style-type: none"> Improvement in staff survey results on bullying and harassment from line managers/teams Improvement in staff survey results on discrimination from line managers/teams