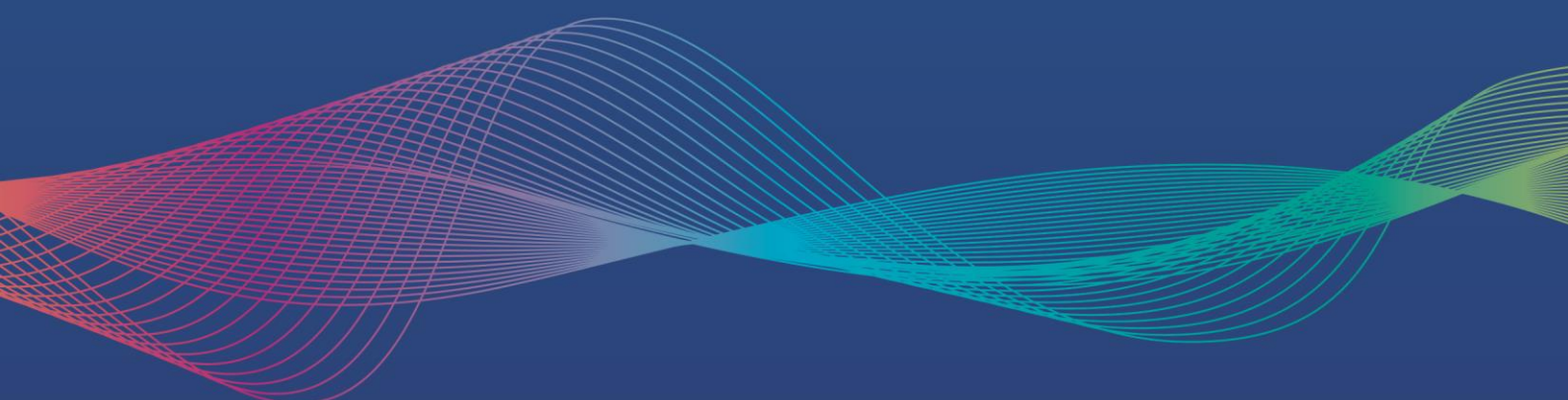




Midlands and Lancashire  
Commissioning Support Unit

# NHS Midlands and Lancashire Commissioning Support Unit

Workforce Race Equality Standard  
(WRES) Report and Action Plan 2021



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## Introduction

This report sets out our performance and approach to the Workforce Race Equality Standard for 2021.

The Workforce Race Equality Standard (WRES) is a mandated requirement introduced by NHS England and NHS Improvement in April 2015. The WRES applies to NHS organisations including service providers, commissioners and independent organisations through the NHS standard contract. The aim of the WRES is to for NHS organisations to review the experiences of ethnically diverse staff.

The WRES helps NHS organisations to review their workforce data across nine indicators and to produce an action plan to improve workplace experiences of ethnically diverse staff. The WRES also places an obligation on NHS organisations to improve ethnically diverse representation at Board and senior leader level.

As an employer, NHS Midlands and Lancashire Commissioning Support Unit (MLCSU) has an obligation to complete the WRES. Business functions within our organisation, including the Equality and Inclusion Team and Human Resources Team may have additional supporting roles for WRES, such as working on the behalf of NHS commissioners in Clinical Commissioning Groups (CCG) to assist in the submission of their WRES data sets and report writing. In addition to our role as an employer to comply with the WRES, we also give assurance to NHS England and Improvement that our WRES Action Plan will be monitored.

## Definitions of Ethnicity

NHS England and NHS Improvement's national NHS Workforce Race Equality Standard (WRES) guidance and reporting metrics use the term BME (black and minority ethnic) to define those of all ethnicities other than White British, White Irish, or any other white background.

Following an Equality, Diversity and Inclusion Listening Exercise that we completed in late 2020, we do not view the term BME as an appropriate collective label to identify our staff. As an organisation, we prefer to use the term ethnically diverse when collectively referring to ethnicity, and we have used this descriptor throughout our 2021 WRES report and action plan.

Further information regarding ethnic groups included in this definition is detailed in Appendix 1.

## Workforce Indicators

To support the implementation of the WRES, we need to:

- **Collect data on the ethnic diversity of our workforce**
- **Carry out data analyses**
- **Produce an annual report**
- **Publish our WRES report and action plan**

With over one million employees, the NHS is mandated to show progress against a number of indicators of workforce equality, including a specific indicator to address the low numbers of ethnically diverse Board members across NHS organisations. When we analyse data collected for each indicator, we need to compare the data for white staff and ethnically diverse staff.

The table below shows the nine WRES indicators that NHS organisations are required to report on annually:

## Workforce Indicators

**For each of these four workforce indicators, compare the data for white staff and ethnically diverse staff**

1.	Percentage of staff in each of the NHS Agenda for Change (AfC) Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce  Note: organisations should undertake this calculation separately for non-clinical and clinical staff
2.	Relative likelihood of staff being appointed from shortlisting across all posts
3.	Relative likelihood of ethnically diverse staff entering the formal disciplinary process compared to that of white staff
4.	Relative likelihood of staff accessing non-mandatory training and continuous professional development (CPD)

## National NHS Staff Survey Indicators (or equivalent)

**For each of the four staff survey indicators, compare the outcomes of the responses for white staff and ethnically diverse staff**

5.	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in the last 12 months
6.	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months
7.	Percentage believing that the trust provides equal opportunities for career progression or promotion
8.	In the last 12 months, have you personally experienced discrimination at work from any a manager, team leader or other colleagues?

## Board Representation Indicator

**For this indicator, compare the difference for white staff and ethnically diverse staff**

9.	Percentage difference between the organisation's Board membership and its overall workforce disaggregated: <ul style="list-style-type: none"><li>• By voting membership of the Board</li><li>• By executive membership of the Board</li></ul>
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These indicators are reported on by using data sources such as Electronic Staff Records (ESR) and NHS National Staff Survey questions.

## Our Reporting Duty

Our WRES reporting information and data has been collated from internal data sets provided by human resources (HR) and information gathered from Electronic Staff Records (ESR). The reporting data is a snapshot of our organisation's workforce as of 31 March 2021.

Alongside publishing a WRES report and action plan, we are also required to submit workforce data to NHS England and NHS Improvement for national analysis and reporting. Data must be submitted via the NHS Strategic Data Collection Service (SDCS) website during a submission window between Thursday 01 July and Tuesday 31 August 2021. We can confirm that our data was uploaded to SDCS in August 2021.

Due to low numbers in some of our WRES data sets, we have decided not to publish data in this report where there is the potential of staff being identified, and this is in line with NHS England and NHS Improvement's WRES technical guidance. While we have taken the decision not to publish some data in this report, we can confirm that this data has been included in the submission we have made to NHS England and NHS Improvement via SDCS.

Our WRES Action Plan, which is contained at the end of this report, will be published on our website in due course.

## Changes to the WRES in 2021

This year, NHS England and NHS Improvement have confirmed that there are no changes to the WRES indicators or their definitions. However, there has been a change to WRES indicator 3 (relative likelihood of entering disciplinary processes); this indicator was previously calculated using a two-year rolling average of data. For 2021, NHS England and NHS Improvement has asked instead that organisations use year-end data to calculate this indicator (as of 31 March 2021).

## WRES 2021 Overview

### Our Commissioning Support Unit

NHS Midlands and Lancashire Commissioning Support Unit (MLCSU) delivers services across a wide geographical area with a workforce based across a number of sites. Recruitment procedures and HR policies are aligned to NHS best practice.

### Our Workforce

The table below show a comparison of reporting years 2020 to 2021 across WRES reporting:

MLCSU	2020	2021
Number of staff employed within the organisation	1961	1991
Proportion of ethnically diverse staff within the organisation	351 (17.9%)	332 (16.7%)
Proportion of staff self-reporting their ethnicity	97.7%	97.6%

### Our Workforce Data

The workforce data used in this report refers to staff in post data taken as of 31 March 2021.

Recruitment data is for a 12 month period from 01 April 2020 and 31 March 2021.

## Our Self-Reporting Rate

97.6% of total staff have self-reported their ethnicity.

MLCSU has a very high rate of staff self-reporting their ethnicity, with approximately 2.4% of staff not reporting their ethnicity. All staff employed by MLCSU have the option to self-report their ethnicity status at the time they are recruited if they wish to do so, and staff in post can choose to self-report their ethnicity at any time via updating their personal details on the NHS Electronic Staff Record (ESR) system.

## Reporting on the WRES Indicators

The following information displayed in this report shows WRES reporting across 2020 and 2021 for each of the WRES indicators. The reporting information and data we have used was collated from Electronic Staff Records (ESR) and internal data sets provided by our HR colleagues.

### Indicator 1 and Indicator 9

Indicators 1 and 9 consider:

- The percentage of staff in each of the AfC Bands 1-9 and Very Senior Managers (VSM) (including executive Board members) compared with the percentage of staff in the overall workforce.

Organisations should undertake this calculation separately for non-clinical and for clinical staff, however, all MLCSU staff are recorded as non-clinical for WRES submission purposes.

- The percentage difference between the organisation's Board voting membership and its overall workforce disaggregated: by voting membership of the Board and executive membership of the Board.

MLCSU	2020	2021
<b>Number of staff employed within the organisation (headcount)</b>	1961	1991
<b>Proportion of ethnically diverse staff (headcount and %)</b>	351 (17.9%)	332 (16.7%)
<b>Proportion of ethnically diverse staff in Very Senior Management (VSM) roles %</b>	0 (0%)	0 (0%)
<b>Proportion of ethnically diverse Board Members (headcount and %)</b>	0 from 10 (0%)	0 from 7 (0%)
<b>Proportion of staff self-reporting their ethnicity (%)</b>	97.7%	97.6%

### Analysis of Indicator 1 and Indicator 9

Caution should be taken with our WRES data due to lower numbers of staff within some NHS pay bands. A breakdown of the proportion of our staff working at each NHS Agenda for Change (AfC) pay band is detailed in Appendix 2.

Our WRES data for 2021 highlights:

- The overall number of staff working at MLCSU has increased by 30
- The number of MLCSU staff self-reporting their ethnicity remains high across both reporting periods and stands at 97.6% for 2021. This is consistent with our self-reporting rate in 2020 (97.7%)
- The proportion of ethnically diverse staff has decreased by just over 1%
- The proportion of ethnically diverse staff in the majority of NHS AfC pay bands has remained fairly consistent compared to 2020, however there has been a significant decrease in the proportion of ethnically diverse staff working at Band 2 (from 29.2% in 2020 to 6.7% in 2021)
- There has been a notable decrease in the proportion of ethnically diverse staff working at Band 3 (from 25.9% in 2020 to 19.2% in 2021)
- There was an increase in the proportion of ethnically diverse staff working at Band 9 (from 0% in 2020 to 4.2% in 2021)
- The number of VSM roles within MLCSU decreased by two in the reporting year (from 13 in 2020 to 11 in 2021)
- The proportion of ethnically diverse staff in VSM roles in 2021 is 0% – this is the same figure as reported in 2020
- The MLCSU Board is relatively small, with a total membership of seven people. There has been a decrease of three Board members over the past year. In 2021, ethnically diverse representation at Board membership level is consistent with last year's report and is 0%
- Ethnically diverse representation for Board members is lower than both the national ethnically diverse population and total number of ethnically diverse staff across the workforce

## Indicator 2

Indicator 2 considers:

- The relative likelihood of staff being appointed from shortlisting across all posts

MLCSU	2020	2021
<b>Number of shortlisted applicants (headcount)</b>	1075	1009
<b>Ethnically diverse shortlisted applicants (headcount and %)</b>	333 (31%)	294 (29%)
<b>Total number of staff appointed from shortlisting</b>	246	267
<b>Ethnically diverse staff appointed from shortlisting (headcount and % from total appointed)</b>	59 (24%)	41 (15.4%)
<b>Relative likelihood of appointment from shortlisting for:</b>		
<b>a) White staff</b>	a) 22.29%	a) 28.66%
<b>b) Ethnically diverse staff</b>	b) 17.72%	b) 13.95%
<b>c) Staff of unknown ethnicity</b>	c) 58.33%	c) 57.53%

Please note, the WRES data set does not tell us the number of ethnically diverse applicants for each post.



## Analysis of Indicator 2

Our shortlisting data for 2021 shows:

- The likelihood of appointment from shortlisting for ethnically diverse staff has decreased by nearly 4%
- The likelihood of appointment from shortlisting for ethnically diverse staff is significantly lower than the likelihood of white staff or staff who have not disclosed their ethnicity being appointed
- White candidates were twice as likely to be appointed from shortlisting compared to ethnically diverse candidates, which is a decline compared to 2020 (in 2021, white candidates were 2.06 times more likely to be appointed from shortlisting; in 2020 this figure was 1.26)

## Indicator 3

Indicator 3 considers:

- Relative likelihood of ethnically diverse staff entering the formal disciplinary process compared to that of white staff

We are unable to publish this data in our 2021 WRES report because the information is potentially identifiable.

While this data is not published in this report, we can confirm that a full WRES data set (which includes disciplinary data) has been shared with NHS England and NHS Improvement.

We will publish data for staff entering the formal disciplinary process in future WRES reports if the numbers are not identifiable.

Nationally, WRES reporting indicates that ethnically diverse staff are more likely to enter formal disciplinary processes compared to white staff.

## Indicator 4

Indicator 4 considers:

- The relative likelihood of staff accessing non-mandatory training and CPD

We are unable to report on this WRES Indicator because we do not collect this data across our organisation by ethnicity.

Opportunities for staff development and CPD are discussed with line managers within individual appraisal discussions and supervision meetings.

Additional information regarding training and development opportunities is sent out via our staff newsletters, and via our staff portal, which all MLCSU employees are able to access. However, we are unable to measure any disproportionate access to accessing non-mandatory training and CPD.

## Indicators 5 to 8

Indicators 5 to 8 consider the following National NHS Staff Survey questions:

- Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months
- Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months

- Percentage believing that the trust provides equal opportunities for career progression or promotion
- In the last 12 months, have you personally experienced discrimination at work from a manager, team leader or other colleagues?

The table below shows the findings of our latest national NHS Staff Survey that relate to WRES indicators 5 to 8:

MLCSU	2020		2021	
	White	Ethnically diverse	White	Ethnically diverse
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	12.9%	11.6%	9.4%	11.5%
Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	16.5%	19.5%	15.0%	14.4%
Percentage believing that the organisation provides equal opportunities for career progression or promotion	91.4%	68.9%	92.0%	68.2%
In the last 12 months have you personally experienced discrimination at work from a manager, team leader or other colleagues?	4.1%	9.2%	3.8%	11.5%

### Analysis of data for Indicators 5 to 8

Our staff survey data shows:

- The percentage of ethnically diverse staff reporting experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months has remained consistent with 2020 data at 11.5%
- The proportion of ethnically diverse staff that stated a belief that MLCSU provides equal opportunities for career progression or promotion in 2021 has remained consistent with 2020 data in 2021 at 68.2%
- The percentage of ethnically diverse staff experiencing harassment, bullying or abuse from staff in last 12 months has decreased by 5% however, the proportion of staff that had personally experienced discrimination at work from their manager/team leader or other colleagues has increased by 2.3% (from 9.2% in 2020 to 11.5%)

## MLCSU EDI Listening Exercise

In early 2021, we shared the findings of our MLCSU Equality, Diversity and Inclusion Listening Exercise with our staff.

The purpose of our listening exercise was to understand, through the collection and analysis of individual MLCSU staff accounts, why people who identify themselves as ethnically diverse have a poorer experience of the organisation.

Colleagues who self-identified as being ethnically diverse and were willing to share their experience of working in the MLCSU were invited to participate in a conversation with an EDI Champion with the central question: *'describe your experience of working in the MLCSU'*.

Our listening exercise found seven key findings:

1. The term BAME or BME is not viewed as an appropriate collective label to identify our ethnically diverse staff
2. Colleagues are deeply affected by wider societal racial inequalities; our organisational responses to wider racial inequalities are viewed positively
3. Our workforce is viewed as being unrepresentative of the communities we serve and therefore out of touch with their needs
4. A range of microaggressions are experienced on a frequent basis by our ethnically diverse staff
5. Our ethnically diverse colleagues believe they have to work harder than others, or prove themselves more, to their teams or organisation
6. Our ethnically diverse colleagues are frustrated by unequal opportunities for career progression in our organisation
7. The lack of diversity at the very senior levels of our organisation is viewed as a barrier to internal talent management

In response to our listening exercise, we shared a series of ambitious actions with our staff to show our commitment to develop our organisation's understanding of diversity and inclusion, and improve staff experience for our ethnically diverse colleagues:

- Organise facilitated sessions to enable us to acknowledge and understand "white privilege" individually and collectively
- Revise our organisation values and our strategic and corporate objectives to reflect our stance on inequalities
- Retain the role of "EDI champions" in place. This will be in addition to the Freedom to Speak Up champions and Mental Health First Aiders
- MLCSU will stop using the terms BAME and BME, and promote the term ethnically diverse
- MLCSU will recruit an additional lay member to the Board as an adviser on inequalities.
- Refresh and invest in our current EDI function, "rebranding" it to reflect a greater role in the inequalities agenda
- Creation of an "inequalities sub-group" of the Board
- Review our recruitment, training and development policies and practices

## Reflecting On Last Year's WRES Action Plan

Our 2020 WRES report and action plan set a number of actions that were ambitious and wide in scope. In the following table, we have considered our progress for each WRES action that we

set ourselves last year:

## MLCSU 2020 WRES Actions Update

### Protection and Safety

#### Action

To implement staff risk assessments across all staff (100%) with priority given first to staff with high risk factors for COVID-19 – ethnic diversity, disability and age

Ensure any back to office / workplace follows national guidance and risk assessments take all possible mitigating factors to address risks and support staff

Ensure that any COVID-19 work arrangements such as working at home are supported through the MLCSU staff wellbeing group and practical support via line managers

#### Our progress

Risk assessments have been completed for all staff that visit our sites or are unable to work at home

We continue to ensure that any return to the office or workplace follows national guidance and risk assessments take all possible mitigating factors to address risks and support staff

We have ensured that any COVID-19 work arrangements such as working at home are supported through the MLCSU staff wellbeing group and practical support via line managers. Health and wellbeing conversations have been undertaken and are ongoing

### Self-reporting Ethnicity

#### Action

Maintain high levels of staff self-reporting their ethnicity to above 95%. Promote update of ESR records through staff newsletter/nugget and supervision meetings (2020 reporting for MLCSU was 97.6%).

#### Our progress

We are currently (31st July 2021) at 97.62% in terms of self-reported ethnicity amongst the entire employed workforce (including Bank Staff). The Equality and Inclusion Team promote equality monitoring via the MLCSU staff update and People Services include equality monitoring information in new starter induction

### Staff Engagement

#### Action

Support the development of ethnically diverse network across the MLCSU footprint

#### Our progress

Ongoing. We have allocated resources to recruit an Equality, Diversity, and Inclusion (EDI) lead to help us support the development of a staff network for people from an ethnically diverse background

	The EDI lead role will also support other areas of development across all the protected characteristics and will address actions related to inequality
MLCSU to gain insight from EDI staff listening exercise to help develop the network and support across all protected characteristics	Our EDI Staff Listening Exercise and Action Plan were published in early 2021
MLCSU to promote freedom to speak up (FTSU) champions and consult on developing cultural ambassador / equality champions	FTSU had been promoted throughout the year following the rechristening of a new guardian. Extensive engagement and comms work has taken place. Further work will be considered on cultural ambassadors and equality via a range of inclusive staff networks  We have allocated resources to recruit an Equality, Diversity, and Inclusion (EDI) lead to help us support the development of a staff network for people from an ethnically diverse background
Engagement with staff side reps to improve involvement in the equality agenda	Staff side are being engaged on work relating to EDI and have supported analysis of surveys relating to health and wellbeing and MLCSU's Our Ways of Working (OWOW) project  Regular staff side / HR partnership meetings are in place

## Staff Development

### Action

Improve recording of non-mandatory training by setting up central recording of non-mandatory training

### Our progress

We have improved recording of non-mandatory training by setting up central recording of non-mandatory training. Quarterly report is being prepared by our People Services Business Support Team which details those who have accessed Further Education, who identify as from an ethnically diverse background or as having a disability and whether the training opportunity was taken up

Board members to attend annual equality and health inequality development session

We are in the process of organising a development session for our Board members, which will have a main theme of zero tolerance to discrimination

MLCSU to routinely share development opportunities provided through the NHS North West leadership academy

We routinely share development opportunities provided through the NHS North West

Leadership Academy; these are shared in our weekly staff newsletter

## Decision Making

### Action

To promote greater understanding of bias within recruitment - recruiting managers to undertake unconscious bias training

Continue to follow fair recruitment and best practice guidance as directed by NHS England and improvement and the HR team

Internally monitor staff disciplinary data to ensure that ethnically diverse staff are not disproportionately disadvantaged during the process

Review current disciplinary procedures and ensure that training is available to managers that conduct investigations / hearings. Review current procedures that are in place to support staff through disciplinary procedures, including updates where there are delays. This action relates directly to national recommendation from NHS England and NHS Improvement following independent review of the suicide of nurse Amin Abdullah in 2016

### Our progress

A large-scale equality, diversity and inclusion project is being developed which will address understanding bias in recruitment processes, achieving a fairer recruitment process and the improvement of disciplinary procedures

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## Leadership Diversity

### Action

Action contained within NHS People Plan requires NHS organisations to outline a 5 year plan to achieve ethnically diverse representation at board member and senior leader level. See additional actions below contained in leadership diversity action plan for 5 year MLCSU trajectory

### Our progress

We undertake analysis and engagement work with at risk and protected groups and use data sets to know our patch and understand health inequalities in our communities

We support our customers (CCGs) in supporting preventative programmes engaging with those most at risk of poor health outcomes

We have begun to create a wider Equality and Inclusion project that will ensure Equality

Development sessions are in place for our Board members

Bias in recruitment and improved awareness of equality and inclusion in our staff induction process is being addressed \*see staff development

MLCSU as an NHS employer should publish progress against the model employer strategy goals. Progress to be reported through the annual equality and inclusion report and WRES reporting 2021

Our progress is detailed in this WRES report on page 16

## WRES Action Plan 2021

We have completed WRES reporting to NHS England and NHS Improvement since it became a mandated requirement in 2015. The WRES action plans that we have published each year have outlined our direction for improving the diversity of our workforce and equality performance as an employer.

This year, our WRES Action Plan will take into account the NHS People Plan 2020-21 and will also be informed by the findings of the EDI Staff Listening Exercise that we undertook in late 2020. Our WRES Action Plan will be dynamic and regularly reviewed throughout the year via our MLCSU People Group, which includes representation from HR, trade unions and MLCSU's Freedom to Speak Up Guardian.

### MLCSU WRES Action Plan 2021

Action	Team responsible	Timescale
MLCSU will recruit an additional lay member to the board as an adviser on inequalities together with the appointment of a Director Champion with responsibility to promote diversity across the business of MLCSU ensuring that this is integrated into Talent Management and development of staff.	People Services	April 2022
Create a "diversity sub-group" of the board	People Services	April 2022
Review our recruitment, training and development policies and practices	People Services	March 2022
Refresh and invest in our current EDI function, "rebranding" it to reflect a greater role in the inequalities agenda	People Services	March 2022
Support the development of ethnically diverse staff network across the MLCSU footprint	People Services	Immediately
Continue to with staff side reps to improve involvement in the equality agenda	People Services	Immediately

Maintain high levels of staff self-reporting their ethnicity to above 95%. Promote update of ESR records through staff newsletter / Nugget and staff one-to-one and appraisal meetings	People Services	Ongoing
Organise facilitated sessions to enable us to acknowledge and understand “white privilege” individually and collectively	People Services	March 2022
Organise unconscious bias awareness sessions to deliver to teams / directorates	People Services	March 2022
Organise a development session for our board members, which will have a main theme of zero tolerance to discrimination	People Services	July 2022

A review of this year’s WRES actions will be reported and published within our Equality and Inclusion Annual Report 2021/22 and our WRES report in 2022.

## Leadership Diversity: Our Five Year Action Plan

As part of the NHS People Plan, which was published in 2020, NHS organisations are required to produce a 5-year plan to ensure that ethnically diverse representation at Board and Senior levels is comparable to the overall ethnically diverse workforce or the ethnically diverse patient population (whichever is higher).

Due to the wide geographical area and many different sites covered by our organisation, we have used overall England ethnically diverse population data from the Office for National Statistics overall England ethnically diverse population in the table below, which is 14%. We recognise that there will be local variation across our MLCSU geography.

In our 2020 WRES report, we set yearly targets for our organisation to improve ethnically diverse representation at senior level and Board membership level. We calculated that by 2025, the percentage of ethnically diverse staff in senior leader roles should be approximately 17.9% and the percentage of ethnically diverse Board membership should be approximately 20%

To reach our targets by 2025, we estimated that in 2021, representation at senior leader and Board membership levels should be the following:

- The percentage of ethnically diverse staff in senior leader roles should be approximately 12.3%
- The percentage of ethnically diverse Board membership should be approximately 10%

The table below shows our current ethnically diverse workforce data:

MLCSU	
<b>Estimated England ethnically diverse population</b>	14%
<b>MLCSU total ethnically diverse workforce</b>	16.7%
<b>% of ethnically diverse staff in senior leader roles (NHS AfC Band 8b and above*)</b>	12.5%



<b>% of Board members that are ethnically diverse</b>	0%
<b>% of combined ethnically diverse senior leaders and Board members</b>	12.1%

\*Please note, this calculation includes staff in NHS AfC Band 8B – VSM, excluding Board members.

### **Analysis of our progress and next steps**

In 2021, we have made progress on our target for improving ethnically diverse representation in senior leader roles, however we recognise that we still have a lot of work to do to improve representation at Board membership level.

In order to ensure that ethnically diverse representation at Board membership level is comparable to our total ethnically diverse workforce, we will consider the use of ‘positive action’ for future recruitment to the Board to ensure that there is ethnically diverse representation at Board membership level (to reach our 2025 target, at least 1 of the 7 Board members should be ethnically diverse).

Similarly, the use of ‘positive action’ will be considered to ensure that there is increased ethnically diverse representation in senior leader roles (to reach our 2025 target, at least 15 ethnically diverse staff need to be recruited to senior leader roles).

Alongside our recruitment targets, we will also ensure that:

- All Board members and senior leaders undertake equality, diversity and inclusion training to demonstrate that they know their legal and NHS equality duties
- Board members or senior leaders with recruiting responsibilities undertake unconscious bias training
- We will consider action planning to review diversity of senior leaders and Board membership across other protected characteristics such as sex, disability and sexual orientation with support from Board members holding responsibility for inequalities

## **Conclusion**

Our WRES report provides an overview of NHS Midlands and Lancashire Commissioning Support Unit’s WRES data for 2021. We value the hard work that our diverse staff do every day and the outcomes that we achieve, which make us proud to be MLCSU.

We strive to create an inclusive and positive environment for our workforce, and our WRES reporting data shows that our collective workforce is broadly reflective of the ethnic diversity of the wider populations that we serve. However we acknowledge that there are parts of our workforce, particularly at senior and Board level, where we need to be more ethnically diverse and inclusive.

We also acknowledge that there is more work that we need to do to make sure that our staff feel more included and able to thrive, and we are proactively looking to improve the way we work and meet the needs and aspirations of our workforce.

**This report was produced by the Equality and Inclusion Team, NHS Midlands and Lancashire Commissioning Support Unit.**

## Appendix 1: Information Regarding Ethnic Groups Referred to In WRES Technical Guidance

WRES data relating to ethnically diverse groups refer to staff from the following ethnic groups which are categorised by the Office of National Statistics and cited within the WRES technical guidance:

<b>White</b>
<b>A – White British</b>
<b>B – White Irish</b>
<b>C – Any other white background</b>
<b>Ethnically diverse</b>
<b>D – Mixed white and black Caribbean</b>
<b>E – Mixed white and black African</b>
<b>F – Mixed white and Asian</b>
<b>G – Any other mixed background</b>
<b>H – Asian or Asian British – Indian</b>
<b>J – Asian or Asian British – Pakistani</b>
<b>K – Asian or Asian British – Bangladeshi</b>
<b>L – Any other Asian background</b>
<b>M – Black or black British – Caribbean</b>
<b>N – Black or black British – African</b>
<b>P – Any other black background</b>
<b>R – Chinese</b>
<b>S – Any other ethnic group</b>

Within the WRES Technical Guidance it is noted that certain ‘white groups’ such as Gypsies and Travellers and Eastern European staff may be a significant minority group with an organisation that may experience discrimination. Where this is the case, organisations should explore tackling such discrimination using workforce data, surveys and employing the principles of the WRES to take action.

## Appendix 2: MLCSU WRES Workforce Data

A breakdown of the proportion of our staff working at each NHS Agenda for Change (AfC) pay band is detailed in the table below. Caution should be taken with our data due to lower proportions of staff within some NHS pay bands.

Percentage of NHS MLCSU staff in each NHS AfC Band						
	White staff		Ethnically diverse staff		Staff of unknown ethnicity	
	2020	2021	2020	2021	2020	2021
<b>Under Band 1</b>	100%	100%	0%	0%	0%	0%
<b>Band 1</b>	0%	0%	0%	0%	0%	0%
<b>Band 2</b>	70.8%	93.3%	29.2%	6.7%	0%	0%
<b>Band 3</b>	73.3%	80.4%	25.9%	19.2%	0.7%	0.4%
<b>Band 4</b>	78.4%	78.1%	20.6%	20.2%	0.92%	1.7%
<b>Band 5</b>	78.9%	78.6%	18.7%	18.6%	2.4%	2.9%
<b>Band 6</b>	81.7%	82.7%	15.3%	14.7%	3.0%	2.6%
<b>Band 7</b>	80.9%	81.0%	16.7%	16.4%	2.4%	2.5%
<b>Band 8A</b>	81.3%	80.1%	16.7%	17.3%	2.0%	2.3%
<b>Band 8B</b>	84.1%	83.0%	11.2%	12.5%	4.7%	4.5%
<b>Band 8C</b>	80.0%	79.6%	13.3%	16.3%	6.7%	4.1%
<b>Band 8D</b>	82.1%	81.5%	17.9%	14.8%	0.0%	3.7%
<b>Band 9</b>	85.7%	87.5%	0%	4.2%	14.3%	8.4%
<b>VSM</b>	100%	100%	0%	0%	0%	0%
<b>Total</b>	<b>79.8%</b>	<b>80.9%</b>	<b>17.9%</b>	<b>16.7%</b>	<b>2.3%</b>	<b>2.4%</b>

A breakdown of the percentage difference between our Board members and our overall workforce is detailed in the table below. The data links to WRES Indicator 9:

<b>Percentage difference between MLCSU's Board membership and its overall workforce</b>						
	<b>White</b>		<b>Ethnically diverse</b>		<b>Staff of unknown ethnicity</b>	
	<b>2020</b>	<b>2021</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>
<b>Overall workforce</b>	79.8%	80.9%	17.9%	16.7%	2.3%	2.4%
<b>Total Board members</b>	100%	100%	0%	0%	0%	0%
<b>Of which, Voting members</b>	100%	100%	0%	0%	0%	0%
<b>Of which, Exec Board members</b>	100%	100%	0%	0%	0%	0%

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