

WRES REPORT 2024

Introduction

The NHS Workforce Race Equality Standard (WRES) came into effect in the NHS in 2015 and was mandated for Trusts. This requirement has since changed and the WRES is now mandated for Integrated Care Boards (ICB's).

Bedfordshire Luton and Milton Keynes (BLMK) ICB is committed to have due regard to the WRES and uses it as a force for driving change, both as an employer and commissioner of services. The ICB aims to fully understand the diversity of their workforce so that it can ensure non-discriminatory practice and work with staff and staff representatives to identify and eliminate barriers and discrimination in line with the Public Sector Equality Duty (PSED), the Equality Act 2010 and Employment Statutory Code of Practice.

The purpose of the WRES is to assist NHS organisations to identify and improve experiences and opportunities for staff from ethnic minority backgrounds against nine indicators and develop actions plans to address any gaps. It focusses on ensuring an inclusive approach with regards to recruitment, training, and promotion. The nine indicators were developed in collaboration with the wider NHS. Four focus on workforce data and four are based on data from the national NHS Staff Survey questions. The last indicator focuses on ethnic minority background representation on boards.

The workforce data and findings within this report are a snapshot of BLMK ICB on 31st March 2024 and any trend comparisons with previous year will be an amalgamation of the previous CCG.

Below are the nine WRES indicators:

1. Percentage of staff in each of the AfC bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce.
2. Relative likelihood of staff being appointed from shortlisting across all posts
3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.
4. Relative likelihood of staff accessing non-mandatory training and CPD.
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 organisation provides equal opportunities for career progression or promotion.
8. Percentage of staff who have personally experienced discrimination at work from manager/team leader or other colleagues in the last 12 months

9. This indicator presents the percentage difference between the organisation’s Board voting membership and its overall workforce, and the organisation’s Board executive and its overall workforce

Breakdown of BLMK population and workforce

Local population data (Census 2021):

In BLMK ICB, the representation of BME staff is 24%; slightly short of the local population of BME community which averages at 27.3% across the ICB.

- ONS census data 2021 – 70.7% White British, 16.4% Asian, 6.9% Black, Other ethnic group 2%, Mixed or multiple ethnic group 4%.

However, it must be noted that there is a large variation across the population of the 4 boroughs of the ICB:

- Bedfordshire Central: 8.9% BME
- Bedford: 22.5% BME
- Luton: 51.4% BME
- Milton Keynes: 26.2% BME
- Average: 27.3%

BLMK ICB employs 400 people. Overall, 96% of staff completed their ethnicity profile on ESR as of 31 March 2024. This leaves 4% of staff who have not disclosed their ethnicity an increase of 0.9% compared to last year. There has been a reduction in the total number of staff in BLMK ICB overall, however, there has been no statistically significant change in proportionate representation over the last 2 years.

As of 31 March 2024, 24% (n96) of staff identified as BME, an increase in percentage terms of 0.5% from 23.5% (n99) in 2023.

Staff group	2022 Number	2022 Percentage	2023 Number	2023 Percentage	2024 Number	2024 Percentage
BME	96	24.1%	99	23.5%	96	24%
White	288	72.4%	309	73.4%	288	72%
Not disclosed	14	3.5%	13	3.1%	16	4%
Total staff	398		421		400	

Summary of WRES and RAG rated table of the data.



2022	2023	2024	Indicator	
			1	<p>Non-clinical: Bands 1 to 7 - percentage of BME staff in bands 1-7 decreased by 8% from 31% to 23% and in bands 8a - VSM it increased by 12%, from 10% to 22%. Clinical: Bands 1 to 7 - percentage of BME staff increased by 2.5%, now at 15% with the number of staff in this category remaining unchanged and in bands 8a to VSM - number of BME staff decreased by 2.3% which is a reduction of six colleagues.</p> <p>In BLMK ICB, the total representation of BME staff is 24%; slightly short of the local population of BME community which averages at 27.3% across the ICB.</p>
			2	In 2023, White candidates were 2.19 times more likely than BME candidates to be appointed from shortlisting which was an improvement on the year before. However, according to data from this year, the disparity has increased and is now showing that White candidates are 3.44 times more likely than a BME candidate to be appointed from shortlisting. This is significantly higher than the desired ratio of 1:1.
			3	As in 2022 and 2023, there were no members of BLMK staff entering the formal disciplinary process this year.
			4	There has been a substantial decrease in the likelihood of BME staff accessing non-mandatory training and CPD from a likelihood of 0.81 in 2022, 0.52 in 2023 and now at 3.77.
			5	<p>Staff experiencing harassment bullying or abuse from patients, relatives or public in the last 12 months: The staff survey outcomes shows reduction of over 10% in the number of BME colleagues experiencing such incidents since last year, now at 2.17% and 4% less than the national average.</p>
			6	<p>Staff experiencing harassment, bullying or abuse from staff in last 12 months: After a slight dip last year, the staff survey this year shows that BME staff experiencing such incidents from their colleagues has increased by 7.3% since last year, now at 25.5%. This is 4.6% higher than the national ICB average at 20.9%.</p>
			7	<p>Staff believing that the ICB provides equal opportunities for career progression: 25% of BME staff believe that the organisation provides equal career opportunities for career progression or promotion which is significantly higher than their White colleagues at 51.5% and 4.8% lower than last year. This means that 75% of BLMK BME colleagues who completed the staff survey do not believe that they have equal opportunities for career progression.</p>
			8	<p>Staff personally experience discrimination at work from manager/team leader or other colleagues in the last 12 months: 18.75% of BME staff have experienced discrimination compared to 2.6% of their White colleagues and the situation has worsened steadily since 2021. This is 4.25% higher than the national average for BME colleagues</p>
			9	<ul style="list-style-type: none"> The BLMK Board 2023/24 data, according to ESR records, show that 76.9% of the Board are White, 25% are BME and 12.5% have not disclosed their ethnicity. This is an improvement on last year when records showed 0% BME Board members. At 25% the Board is representative of the BLMK BME workforce population which is 24% BME.

Key Findings

Proportion of BME Staff at Bands 1-7 has decreased by 6% and increased by 5.3% at Bands 8-VSM	White candidates are 3.44 times more likely to be appointed from shortlisting than BME candidates	25% of BME staff believe the organisation provides equal opportunities for career progression compared to 51.5% of white staff	BME staff accessing non-mandatory training and CPD has declined substantially over 3 years
Further data analysis is needed to see if this signals staff being promoted from lower bands to higher bands within the organisation or if this reflects staff from lower bands leaving the organisation and recruiting new staff in higher bands.	This is a negative increase from 2023. Further triangulation of the data is required to see if this has impacted the decline of BME staff at Bands 1-7	This finding could be linked to the previous finding regarding shortlisting. Further investigation is required to understand where and when BME staff are experiencing inequity	There has been a decline in all staff accessing non-mandatory training and CPD which could be a reflection of the shift in staff priorities during the reorganisation and restructure of the ICB over the past 12-18 months.
There has been a negative increase in BME staff experiencing discrimination from managers and colleague year on year since 2021	BME staff experiencing bullying & harassment from patients, relatives and the public decreased by 10%	BME staff experiencing bullying & harassment from managers and colleagues increased by 7.3%	
Further analysis is required to understand if this is related to the key findings on equity of opportunity, shortlisting and non-mandatory training	This is a positive decrease and could be a reflection of zero tolerance programme in the NHS.	This is a negative increase from 2023. Further analysis and triangulation of HR data is required to understand the experience of BME staff	

Data Breakdown and Analysis

Indicator 1

The representation of BME staff in 2024 compared with 2023 data; total workforce this year is 400:



BLMK ICB 2022/23/24 Comparison: Non-clinical												
	Band 1 - 7 (2022)		Band 1 - 7 (2023)		Band 1 - 7 (2024)		Band 8a - VSM (2022)		Band 8a - VSM (2023)		Band 8a - VSM (2024)	
White	98	75%	106	67%	96	74%	107	79%	120	88%	124	76%
BME	28	22%	50	31%	30	23%	24	17%	14	10%	35	22%
Not disclosed	'—'	3%	'—'	2%	4	3%	'—'	3%	'—'	2%	4	2%
Total	130		159		130		135		137		163	

Non-clinical staff:

- Bands 1 to 7 - percentage of BME staff decreased by 8% from 31% to 23%.
- Bands 8a to VSM - percentage of BME staff increased by 12% from 10% to 22%.
- Bands 8a to VSM - there has been an increase in the number of BME staff from 14 to 35.
- A few staff (less than 5) have not disclosed their ethnicity which is unchanged from last year.

BLMK ICB 2022/23/24 Comparison: Clinical												
	Band 1 - 7 (2022)		Band 1 - 7 (2023)		Band 1 - 7 (2024)		Band 8a - VSM (2022)		Band 8a - VSM (2023)		Band 8a - VSM (2024)	
White	33	72%	33	82.5%	25	78%	49	57%	50	58.8%	42	58%
BME	11	24%	5	12.5%	5	15%	31	39%	30	35.3%	24	33%
Not disclosed	'—'	4%	'—'	5%	2	6%	'—'	4%	'—'	5.9%	6	8%
Total	46		40		32		84		85		72	

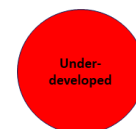
Clinical staff:

- Bands 1 to 7 – percentage of BME staff increased by 2.5% at 15% but the number of staff in this category remaining unchanged.
- Bands 8a to VSM – number of BME staff decreased by 2.3% which represents an actual reduction of six colleagues.

What is the data telling us?

- There has been a decrease in the total number of staff from 421 in 2023 to 400 this year and:
 - The proportion of BME staff at Band 1–7 has decreased by 6%
 - The proportion of BME staff at Band 8a-VSM has increased by 5.3%
 - Clinical staff – the rate of non-disclosure has increased by 2% so the actual picture could be different than the data suggests
- Recruitment of BME staff has been in the higher, non-clinical bands.

What we have completed	What we are progressing this year
BME staff focus groups	Workshops on Race and other protected characteristics to enable and encourage better understanding, and the building of improved psychological safety for staff.
Review of appraisal system and process to focus on talent conversations.	Implement new appraisals system and process
Development of an ICB Talent Management Framework	Sign off and roll out of ICB Talent Management Framework



Indicator 2

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

Indicator 2: Recruitment	BLMK CCG 2022			BLMK ICB 2023			BLMK ICB 2024		
	White	BME	Not known	White	BME	Not known	White	BME	Not known
Number of Staff in workforce	288	96	14	309	99	13	288	96	16
Number shortlisted applicants	185	169	19	159	178	25	92	95	96
Number appointed applicants	43	17	1	49	25	12	30	9	21
Relative likelihood of appointment from shortlisting	23.2%	10.1%	10.5%	30.8%	14%	48%	32.6%	9.5%	21.9%
Relative likelihood of White candidates being appointed from shortlisting compared to BME candidates	2.31 times more likely			2.19 times more likely			3.44 times more likely		

What is the data telling us?

- The data from 2024 demonstrates that White candidates were 3.44 times more likely than BME candidates to be appointed from shortlisting.
- This is an increase of the disparity between people appointed from a BME background compared to 2023 data where the likelihood of White candidates being appointed from shortlisting compared to BME candidates was 2.19.
- It is significantly above the desired ratio of 1:1

What we have completed	What we are progressing this year
Developed and Launched ICB Inclusive recruitment guidance/ tool	Training sessions to support navigating through the ICB Inclusive recruitment guidance/ tool
	Implement Equality representatives in Interview panel



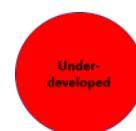
Indicator 3

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

- As with last year and the previous year, there were no staff entering the formal disciplinary process this year or last year.

Indicator 4

Relative likelihood of staff accessing non-mandatory training and CPD.



Indicator 4: Accessing non-mandatory training & CPD	NHS BLMK ICB 2022		NHS BLMK CCG 2022-2023		NHS BLMK CCG 2023-2024	
	White	BME	White	BME	White	BME
Ethnicity						
Number of Staff accessing non-mandatory training & CPD	116	48	43	24	34	3
Likelihood of staff accessing non-mandatory training & CPD	40.3%	50%	13.92%	26.97%	11.8%	3.1%
Relative likelihood of White staff accessing non-mandatory training & CPD compared to BME staff	0.81		0.52		3.77	

- There has been a substantial decrease in the likelihood of BME staff accessing non-mandatory training and CPD, 2022 50%, 2023 26.97% and 2024 3.1%.
- The data also shows there has been a significant decrease in all staff accessing non-mandatory training and CPD compared to previous years which could be a reflection of the transformation and re-organisation the ICB has gone through in the last 12-18 months.

What we have completed	What we are progressing this year
Leadership Programme for STT and Place Leaders	Further develop Leadership Programme considering feedback and roll out across the ICB
Explored options for Stepping up and Ready Now system programmes with C&P ICS/ NHS England	Develop and Implement Stepping up and Ready Now programme for BLMK.
Launch of stepping into my shoes programme.	Encourage more BME leaders to take part as mentors in the stepping into my shoes programme.
Established process for accessing Apprenticeship Levy / Training funds	Refine and implement process and guidance for accessing Apprenticeship Levy / Training funds
Launched the Transformational Reciprocal Mentoring programme	Explore options for a mandatory cultural awareness / intelligence programme
Increasing visibility of NHS Elect training/ courses offered to staff	
Developed a BLMK Leadership Brochure	
	Compassionate Leadership awareness through bite size sessions and as part of the wider ICB Leadership Programme

Indicator 5

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



Summary of September NHS National Staff Survey outcomes (WRES Indicators 5-6)	BLMK CCG 2021	BLMK ICB 2022	BLMK ICB 2023	National Average for ICBs 2023
5 – Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	Of the total respondents (White 201 & BME 47), those who said 'Yes': White: 10% BME: 10.6%	Of the total respondents (White 250 & BME 55), those who said 'Yes': White: 8% BME: 12.7%	Of the total respondents (White 227 & BME 46), those who said 'Yes': White: 7.05% BME: 2.17	Of the total respondents, those who said 'Yes': White: 7.66% BME: 6.25%

- The staff survey outcomes show a reduction of over 10% in the number of BME colleagues experiencing incidents of bullying, harassment or abuse from patients and the public compared to 2022.
- 2023 is the first year that a higher percentage of white staff experienced bullying, harassment or abuse compared to BME staff.
- BLMK incident rate is 4.1% less than the national ICB average of at 6.25%.

Indicator 6

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months:



Summary of September NHS National Staff Survey outcomes (WRES Indicators 5-6)	BLMK CCG 2021	BLMK ICB 2022	BLMK ICB 2023	National Average for ICBs 2023
6 – Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	Of the total respondents (White 202 & BME 47), those who said 'Yes': White: 12.9% BME : 19.1%	Of the total respondents (White 250 & BME 55), those who said 'Yes': White: 10.4% BME : 18.2%	Of the total respondents (White 227 & BME 47), those who said 'Yes': White: 11% BME : 25.5%	Of the total respondents, those who said 'Yes': White: 15.5% BME: 20.9%

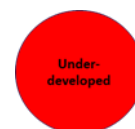
- The staff survey data shows BME colleagues experiencing incidents of bullying harassment or abuse from their colleagues has increased by 7.3% compared to last year.
- BLMK incident rate is 4.6% higher than the national ICB average at 20.9%.

What we have completed	What we are progressing this year
Completed the Civility and Respect Toolkit for the ICB and development of Civility and Respect programme modules.	Implementation of a Civility and Respect Programme
FTSU working group has been established. Covering 5 workstreams: FTSU Organisational Self-Assessment, Review and update Whistleblowing & FTSU Policy, Relaunch and Promote the FTSU Service, Recruitment and Training of FTSU Champions and FTSU Reporting Arrangements & Governance.	Hosting webinar on FTSU
ICB has signed up to NHS Sexual safety charter.	
Development of system Wellbeing Festival with partners	Host system Wellbeing Festival in Oct/Nov

	Development of micro aggressions awareness sessions and training. This is also included in the modules of the Civility and respect programme.
	Roll out of Allyship awareness on how to be an effective Ally training and resources
Culture and Diversity webinars and increased use of lived experiences	Storytelling skills workshops to support staff at all levels to share their lived experiences.
BME staff focus groups	Workshops on Race and other protected characteristics to enable and encourage better understanding, and the building of improved psychological safety for staff.

Indicator 7

Percentage believing that the ICB provide equal opportunities for career progression or promotion:



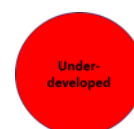
Summary of NHS National Staff Survey outcomes (WRES Indicators 7-8)	BLMK CCG 2021	BLMK ICB 2022	BLMK ICB 2023	National Average for ICBs
7 - Percentage believing that the ICB provides equal opportunities for career progression or promotion	Of the total respondents (White 207 & BME 48), those who said 'Yes': White: 60.9% BME: 33.3%	Of the total respondents (White 248 & BME 57), those who said 'Yes': White: 61.7% BME: 29.8%	Of the total respondents (White 229 & BME 48), those who said 'Yes': White: 51.5% BME: 25%	Of the total respondents those who said 'Yes': White: 53.7% BME: 36.5%

- 25% of BME staff believe that the organisation provides equal career opportunities for career progression or promotion.
- This is significantly lower (26.5%) than their White colleagues at 51.5%.
- Therefore, the data tells us that 75% of BLMK BME colleagues who completed the staff survey, do not believe that they have opportunities for career progression equal to those of their White colleagues.
- There has been a steady decline in all staff believing the organisation provides equal career opportunities for career progression or promotion. This may reflect the recent reorganisation and restructure of the ICB.

What we have completed	What we are progressing this year
Review of appraisal system and process to focus on talent conversations .	Implement new appraisals system and process
Development of an ICB Talent Management Framework	Sign off and roll out of ICB Talent Management Framework

Indicator 8

In the last 12 months, have you experienced discrimination at work from manager, team leader, or other colleagues:



Summary of NHS National Staff Survey outcomes (WRES Indicators 7-8)	BLMK CCG 2021	BLMK ICB 2022	BLMK ICB 2023	National Average for ICBs
8 – In the last 12 months have you personally experienced discrimination at work from any of the following: Manager, Team Leader, Other Colleagues	Of the total respondents (White 210 & BME 48), those who said 'Yes': White: 5.2% BME : 10.4%	Of the total respondents (White 248 & BME 54), those who said 'Yes': White: 4.4% BME : 14.8%	Of the total respondents (White 227 & BME 48), those who said 'Yes': White: 2.6% BME : 18.75%	Of the total respondents those who said 'Yes': White: 5.08% BME : 14.5%

- 18.75% of BME staff have experienced discrimination compared to 2.6% of their White colleagues.
- There has been a negative increase of BME staff experiencing discrimination year on year since 2021.
- BLMK ICB BME staff experiencing discrimination is 4.25% higher than the national average for ICB's.

What we have completed	What we are progressing this year
Review of staff intranet to ensure clear signposting to resources and information relating to EDI	Continue to maintain and resource the staff intranet
	Explore options for a mandatory cultural awareness / intelligence programme
Leadership Programme for STT and Place Leaders	Further develop Leadership Programme considering feedback and roll out across the ICB

Culture and Diversity webinars and increased use of lived experiences	Storytelling skills workshops to support staff at all levels to share their lived experiences.
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Indicator 9

Percentage difference between the organisation’s Board voting membership and its overall workforce, and the organisation’s Board executive and its overall workforce



	BLMK CCG Board 2021/22					BLMK ICB Board 2022/23					BLMK ICB Board 2023/24				
	Board		Workforce		% Difference	Board		Workforce		% Difference	Board		Workforce		% Difference
White	12	63%	288	83%	-20%	11	84.6%	309	73.4%	+10.6%	10	76.9%	288	72%	+4.9%
BME	6	32%	96	24%	+8%	0	0%	99	23.5%	-23.5%	2	25%	96	24%	-1%
Not disclosed	1	5%	14	3%	+2%	2	15.4%	13	3.1%	+12.3%	1	12.5%	16	4%	-8.5
Total	19		398			13		421			13		400		

- The BLMK Board 2023/24 data, according to ESR records, show that 76.9% of the Board are White, 25% are BME and 12.5% have not disclosed their ethnicity.
- At 25% the Board is representative of the workforce population which is 24% BME.

Conclusion

There is still huge disparity between the experience of BME staff compared to their white colleagues. White staff are nearly four times more likely to be appointed from shortlisting compared to BME staff and BME staff are seven times more likely to experience discrimination from their manager or colleagues. These experiences are reflected by three quarters of the ICB BME staff believing the organisation does not act fairly with regards to career progression and promotion.

It is worth noting that the ICB has gone through a significant period of change during the last 12-18 months which saw a range of post and team restructures which could have had an impact on some of the indicators dropping compared to 2022/23.

Action Plan

There are a number of initiatives and programmes of work in place to address the issues raised in the WRES data. These fall into three themes

- Workforce Data
- Recruitment, retention and career progression
- Staff Experience and Wellbeing

Indicator	Theme	Action	Outcome	Review
1, 2, 4 and 7	Recruitment, Retention and Career Progression	<p>Promote management and leadership development programs, specifically targeting employees from a BME background.</p> <p>Implement fair and inclusive recruitment practices to attract and select diverse candidates including equality representatives on interview panels.</p> <p>Implement a Talent Management Programme with focus on ensuring fair representation and access.</p> <p>Development of short bitesize workshops supporting staff to apply for jobs.</p> <p>Promote Stepping into my shoes programme enabling participants to shadow colleagues in different roles and organisations.</p> <p>Develop ICB Shadow Executive Committee - supporting aspirant leaders from diverse backgrounds and.</p>	<p>Equity in likelihood of appointment.</p> <p>Improved retention and promotion of BME staff.</p> <p>Equity of access of non-mandatory training and CPD for all staff and improved capture of this data on ESR.</p> <p>Improvement in percentage of staff believing that the ICB provides equal opportunities for career progression or promotion.</p> <p>Enabling a development of BME Talent to more senior positions, and providing diversity in strategic decision making.</p>	Quarterly
5,6 and 8	Staff Experience and Wellbeing	<p>Implementation of a Civility and Respect Programme for all staff to creating a culture where staff feel valued, supported, and respected.</p> <p>Refresh and relaunch of staff networks.</p> <p>A range of workshops to facilitate wider conversations with staff on race and other protected characteristics.</p>	<p>Reduce incidents of harassment, bullying and abuse on all staff, in particular BME staff.</p> <p>Supporting staff voice and creating safe spaces</p>	Quarterly



Trust



Respect



Integrity



Accountability



Care and Compassion

		<p>Senior leader development programme on Inclusion.</p> <p>Promotion of Culture and Diversity calendar on Intranet.</p>	<p>Staff feel safe to call out and report issues of discrimination.</p> <p>Increase cultural awareness in the organisation</p> <p>Leaders and managers more confident to provide support to staff who. have experience incidents.</p> <p>A compassionate and caring workforce where all staff feel a sense of belonging and inclusion.</p>	
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The following were consulted and involved in the development of this report:

- Chief People Officer
- Deputy Chief People Officer
- Head of OD and Inclusion
- Senior EDI & OD Partner
- AGEM Equality Inclusion and Human Rights Senior Manager
- AGEM Equality, Inclusion & Human Rights Manager



Trust



Respect



Integrity



Accountability



Care and Compassion