



Gofal Cymdeithasol Cymru
Social Care Wales



Llywodraeth Cymru
Welsh Government

Safon Cydraddoldeb Hil y Gweithlu (SCHG)

Gweithlu cynhwysol sy'n darparu'r gofal gorau

Workforce Race Equality Standard (WRES)

An inclusive workforce provides the best care

The Workforce Race Equality Standard

The Workforce Race Equality Standard engagement session

6 November 10:00– 11:00

Q&A Session

Data

1. How do you plan to encourage completeness of ESR data for ethnicity?
2. Intersection is vital when we look at the data. There is a reluctance from staff to complete their monitoring information especially around disability and sexual orientation if part of the Global Majority due to additional stigma and discrimination. We need to ensure that when we do any work on improving data it is from an intersectionality framework.

Ensuring completeness of data in ESR is an issue which all NHS organisations work hard to resolve. Ensuring staff know why their data is being collected and how it is being used to implement change is a key part of this. Staff will be encouraged to do so at their annual appraisals, and with regular pulse notifications.

The introduction of the WRES is another reason for staff to share their data, and the WRES team are working with ethnic minority staff networks to raise awareness of the importance of data sharing and building confidence that the data will be used to highlight the stigma and discrimination they experience. We hope that when staff start to see benefits accruing from targeted actions based on the shared data, there will be a cascade effect for other staff.

3. How do you plan to triangulate the inequitable disciplinarys and its correlation with ethnicity?

The WRES data collection will look specifically at the rates of disciplinary and capability processes being applied to staff, categorised by their ethnicity. Where organisations show significant disparity between ethnicities, that will form the focus of their required corrective actions.

4. Thank you for the comprehensive overview and presentations so far. It's good to see that there is a set of indicators which are being developed - are we clear about how we can gather the data from Health Boards e.g. some will come from the NHS Staff Survey, some will presumably come from ESR but for other indicators I think we may not be recording experience at that level of detail. Has any work been done to pilot this and is there any feedback/lessons learned to share? I'm also wondering how this will apply to Primary Care and independent contractors. Diolch

Covered in the session.

5. What level of consideration or awareness is there of the tools available to produce the data? In the past there has been national requests for data in formats that aren't compatible with the systems available to produce the data

A WRES guidance document has been developed with key partners to define what is meant by each indicator, to explain how organisations should approach data collection, identify the sources for the data and calculate each indicator outcome.

The template for data collection have already been tested with live data from an NHS Wales health board to identify where the data will come from, and the size and shape of the data. The WRES project team will be running drop-in sessions for data managers, in January 2023 to work through the template and answer questions.

The guidance and recordings of the drop-in sessions will be recorded and shared on the resources page of WRES web site.

6. Thanks for the video and really helpful to be more data driven. Having tried to get this information for a while one can also take a pragmatic approach when sometimes when there is not enough data - just looking around is enough. Sickness information can provide helpful information around patterns.

It is a long-term aim to compare the WRES data with other workforce data, for example, sickness rates, pay gaps, leavers data, retention rates. One of the strengths of the WRES is the opportunity to the information collected to compare trends and help understand what's happening in the workplaces with staff.

Governance

7. Could organisers provide links/detail to existing legislative frameworks as described by the Minister, being used to facilitate engagement and compliance with the ARWAP?

The Anti-racist Wales Action Plan was written with the efficacy of legislation such as the Equality Act (2010) in mind and the fact that it has been marred by an implementation gap and we have not seen the elimination of racial discrimination in society that it was designed to achieve. It is clear that legislative frameworks alone will not bring about an anti-racist Wales, or anti-racist health and care organisations. We are making sure the existing legislation is complemented with clear implementation goals and actions – for example, we are using the NHS Performance Framework which outlines expectations of NHS organisations to ensure compliance with WRES data collection and reporting.

8. Pryd fydd y llywodraeth yn cyhoeddi proffil rol y pencapwriaid cydraddoldeb a'r llysgenhadon diwylliannol? Geiriau gwag yw'r ymrwymiad i benodi'r rhain heb cyd-ddealltwiraeth o'u swyddogaethau.

When will the government publish the role profile of the equality champions and the cultural ambassadors? The commitment to appoint these without a mutual understanding of their functions are empty words.

The inclusion of 'Cultural Ambassadors' was identified through consultation as a lever to embed change at local organisational level. We have fantastic group of committed equality leads in NHS organisations across Wales who have fed back on this action. Following discussions, it has become clear how different organisations have different needs according to local need and demographic. Therefore, a requirement to appoint an individual against a national descriptor for this role may not have the impact that was intended by the original action and may cause detrimental duplication. This is also recognition that change will not be affected by one individual but as a whole organisation culture shift. Welsh Government officials will work with key stakeholders to consider a better way of driving the change we want to see.

Leadership

9. How do you plan to address the lack of diversity at senior leadership roles?

10. Will Welsh Government Public Appointments introduce a positive action initiative to ensure representation at Board level?

11. We would welcome support on the development of Diversity panels throughout recruitment. Visibility matters.

This is a key criterion for success of the WRES. Creating equality in senior management in health and social care will be a core component of the WRES monitoring. To achieve this, the pipeline of talent needs to be established by overhauling recruitment and promotion processes. Growing the talent in our workforce and eliminating through incremental actions the under-representation in senior roles will become inevitable once we have inclusive HR processes.

In addition, the WRES team are working with other parts of Welsh Government to ensure there is an approach that is conscious of race inequality in the appointment of non-executives in all our public sector organisations.

12. Thanks for the video and really helpful to be more data driven. Having trying to get this information for a while one can also take a pragmatic approach when sometimes when there is not enough data - just looking around is enough. Sickness information can provide helpful information around patterns. Perhaps structured board mentoring sessions and having champions and allies are really crucial. Happy to help if I can.

13. Is it about educating those in leadership or people & OD teams or the whole health workforce. it would be great to work 'with' rather than being 'done to'

Mentoring and education have a part to play in board maturity around inclusion. It has to be allied to reform of processes however, in order that the education gained from a mentoring relationship can be translated into definitive action. The core purpose of the WRES is to offer deep data insights into where the inequalities are felt most sharply in each organisation – as such the ethos of co-produced working is embedded in the philosophy of the implementation of the WRES.

14. How do we influence boards in NHS Wales to support staff networks in a sustainable manner- How do we evidence progress?

Staff networks are essential to help support the workforce, and tangible evidence that Boards support staff networks, is an outcome of an ArWAP action in the health chapter. It is a key factor in ensuring leaders understand the challenge staff are facing and find solutions which are going to make a difference to workforce lived experience. The organisational Executive Equality Champion will have a key role in supporting and developing the maturity of their staff networks.

Workforce development

15. How do we have structured mentoring programmes for colleagues from ethnic minority women who are impacted the most and inequitably.

16. Sponsoring is so important - its within our gift to assist each other. MESN also has a range of sponsorship opportunities, for example mentoring colleagues, or mentoring university students from ethnic minority backgrounds.

17. Great opportunities within the Professional Nursing family, Sue. How can we ensure this is replicated across all job families in NHS.

18. How can we encourage applications from ethnic background candidates if they can't see any role models coming through to very senior posts?

19. Thank you for sharing the mentoring networks which exists across Wales, how can we raise awareness of these across the wider NHS workforce?

Sponsorship and coaching of staff are certainly evidenced to influence talent development of minoritised staff. A key action every board executive could undertake immediately is to sponsor a minoritized colleague and be an authentic ally to the wider workforce community.

Evidence shows minoritised people are more likely to be offered mentoring with a relatively junior mentor, while white colleagues are more likely to be actively sponsored by a senior executive. Informal sponsorship is often subject to unintentional bias, especially affinity bias (which is the tendency of people to promote people 'like themselves', particularly in terms of race, gender, class and sexual orientation). Formal programs help remedy this.

20. What is the plan to compensate or correct the stress and lack of progress people had experienced and still experiencing?

The WRES is a data tool to find out the lived experience of staff and make sure changes are made in the practices and culture of the employing organisation. Once specific issues are identified in each organisation, action can be taken to address them.

A [Framework for Speaking up Safely](#) in health and social care has been published to develop confidence in the workforce that robust processes are in place and that they can trust that action will be taken. This Framework will be further developed with anti-racist principles to make sure that Black, Asian and Minority Ethnic staff in NHS Wales can speak up without fear of discrimination or detriment.

21. Whilst the NHS overall has a reasonable representation of people with ethnic backgrounds, I strongly believe that the makeup of certain professions within the NHS like my own, finance, does not reflect the society we serve. I am keen to work with anyone who would be interested in looking at how we can proactively address this anomaly.

The WRES will be disaggregating the data to look at all parts of the workforce, not just the clinical workforce. Data will be analysed by specific part of the workforce, by specific ethnicity and by gender.

Resources

22. Please can these slides be shared for distributing to our organisations please.

The [WRES website](#) has a set of resources which are available for sharing. This resource set will build up with time.

23. A wnewch chi rannu yr asesiad effaith ar y Gymraeg (dan safonau 88-90) a wnaed ar y WRES a'r cynllun gwrth-hiliaeth? Diolch // [Will you share the impact assessment on the Welsh language \(under standards 88-90\) made on the WRES and the anti-racism plan? Thank you](#)

The completed Integrated Impact Assessment will include a Welsh Language assessment and will be shared on the WRES webpage. An Integrated Impact Assessment for the ArWAP can be found on [the Welsh Government website](#).

24. Minister mentioned "Employer pledges" I believe? Is there a standardised template that employers can work from?

The Minister referenced the [Time to Change Wales campaign Employer Pledges](#) in challenging mental health stigma in the workplace.