

Workforce Race Equality Standard Report (WRES) 2024-25

North East and North Cumbria Integrated Care Board

Introduction

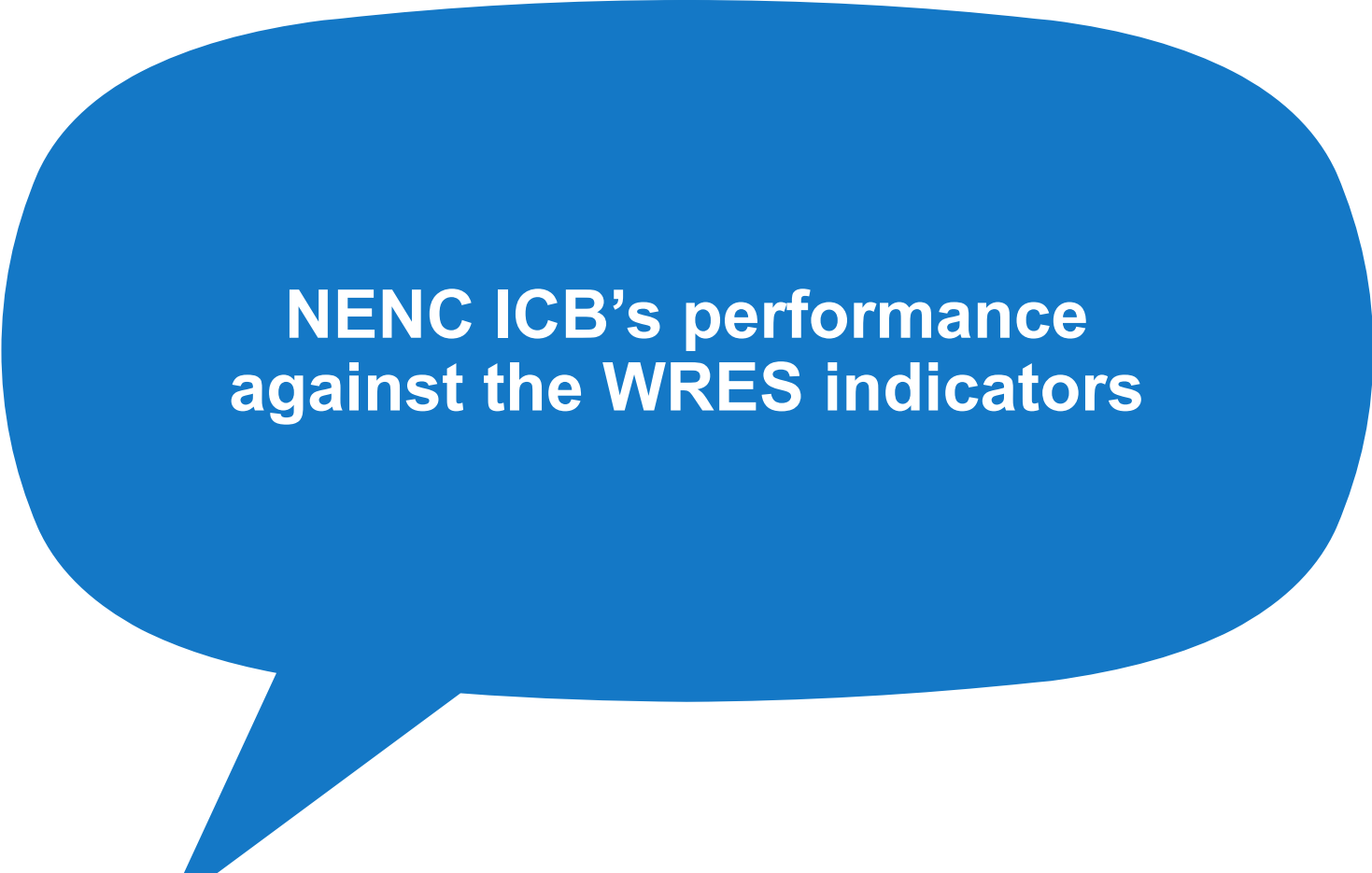
- This report provides information on NENC ICB's performance against each of the nine WRES indicators for 2024-25. The report also highlights our key achievements, the areas we need to improve, and an overview of the 2024-2025 action plan. Comparisons have also been made with previous year's data to understand our progress towards equity
- Whilst the WRES report is not required to be undertaken by ICBs, NENC ICB has prepared a WRES submission and reviewed trends and progress against the indicators to feed into our future strategic approach of working towards a more diverse, inclusive, fair and equitable workplace.
- Events over the last few years, the disproportionate impact of COVID-19 on Black, Asian and Minority Ethnic NHS staff, the 2024 riots, and our patients highlighting the need for equity and inclusion and our strategic aim address the health inequalities affecting our region
- To note, in the report we refer to Black, Asian and Minority Ethnic people for statistical purposes as BAME . However, we endeavour to recognise our colleagues as people and celebrate the diversity of our workforce throughout the year

WRES and ICB requirements

- The Integrated Care Boards (ICBs) are not mandated to report on the WRES. However, NENC ICB has chosen to voluntarily undertake this work in line with best practice and to ensure continuous improvement
- **The work of the ICB is shaped by key statutory requirements and strategic & policy drivers** including:
 - The NHS Constitution
 - The Equality Act 2010 and the Public Sector Equality Duty
 - The NHS standard contract and associated documents
 - The Oversight Framework
 - NHS Long Term Plan and the NHS People Plan
 - The WRES Leadership Strategy: A Model Employer sets the target for NHS employers to increase BAME representation at senior levels by 2033
- These national and regional drivers and strategies will support the ICB with local actions and interventions to better our performance against the standards and ensure that our colleagues are supported and feel included

WRES indicators

Indicators	Workforce indicators For each of these four workforce indicators, compare the data for white and BAME staff
1	Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce disaggregated by: Non-clinical staff, Clinical staff, of which - Non-medical staff - Medical and dental staff
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.
	National NHS Staff Survey indicators (or equivalent) For each of the four staff survey indicators, compare the outcomes of the responses for white and BAME staff
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.
6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.
7	Percentage believing that trust provides equal opportunities for career progression or promotion.
8	In the last 12 months have you personally experienced discrimination at work from a manager, team leader or other colleagues.
	Board representation indicator - For this indicator, compare the difference for white and BAME staff
9	Percentage difference between the organisations' board membership and its overall workforce disaggregated: • By voting membership of the board • By executive membership of the board

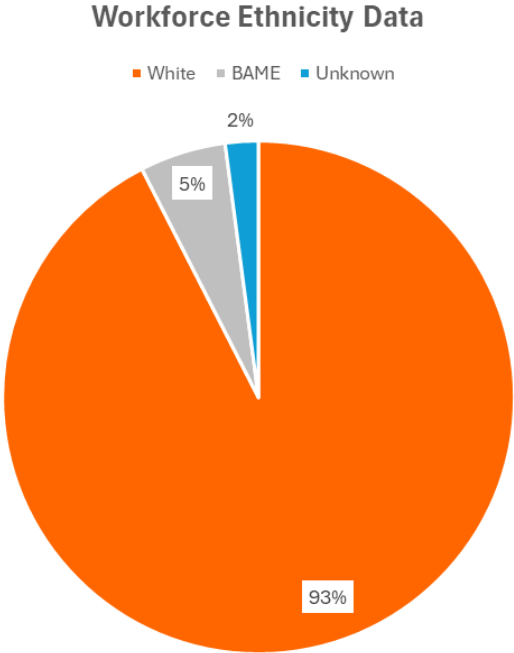


**NENC ICB's performance
against the WRES indicators**

Overall breakdown of workforce data

WRES Indicator 1-Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce

	2023-24	2024-25	2024-25 performance compared with 2023-24 (%)
White	88.1%	92.5%	+ 4.4
BAME	5.3%	5.4%	+ 0.1
Unknown	6.6%	2.1%	- 4.5



Overall breakdown of workforce data

WRES Indicator 1-Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce

Ethnicity split for each banding level								
	2023-24				2024-25			
	Bands 1-4	Bands 5-7	Bands 8a-8b	Bands 8c-VSM	Bands 1-4	Bands 5-7	Bands 8a-8b	Bands 8c-VSM
White	95.5%	88.3%	92.7%	79.8%	95.5%	82.6%	96.3%	89.1%
BAME	0.9%	8.7%	3.3%	3.2%	3.6%	3.0%	3.1%	5.1%
Unknown	3.6%	2.9%	4.0%	17.0%	0.9%	1.7%	0.6%	5.8%

There has been a +0.1% marginal increase in the percentage of colleagues from BAME heritage groups since 2023-24. While this could be due to recruitment, it more likely to be attributed to increases in disclosure rates. This is demonstrated by there being a 4.5% reduction in colleagues with an undisclosed ethnicity and a 4.4% rise in white ethnicity colleagues since 2023-24. This is really positive and indicates there may have been an increase in psychological safety within the organisation. It also shows that the ESR disclosure rates campaign as part of last year's EDI strategy has been well received.

While there is a positive increase in disclosure rates, the percentage of BAME colleagues within the organisation is still low. The percentage of colleagues from BAME (5.4%) ethnicities is still lower than the population in North East (6.3%, 2021 Census) and lower than the majority of our Trusts representation rates.

In terms of banding, there has been a reduction in the number of BAME colleagues for bands 5-7 and bands 8a-8b, since 2023-24. There has been an increase in BAME colleagues in bands 1-4 and bands 8c-VSM. The biggest reduction has been in bands 5-7 (-5.7%) and the biggest increase has been in bands 1-4 (+2.7%) . This indicates there is much work needed to ensure a representative workforce across the bandings within the ICB.

Recruitment

WRES Indicator 2: Compare the data for white and BAME staff: Relative likelihood of staff being appointed from shortlisting across all posts

NENC ICB recruitment summary						
	2023-24			2024-25		
	Shortlisting	Appointment	Relative Likelihood of White staff being appointed	Shortlisting	Appointment	Relative Likelihood of White staff being appointed
White	252	80	1.04	198	90	3.27
BAME	36	11		36	5	
Unknown	3	2		8	1	

As a result of the change process, recruitment was paused for a period of time. This meant that fewer roles were available and that there has been minimal appointment to roles. While this is similar to the situation of the previous year, there has been a significant negative impact on the relative likelihood of appointment. In the previous year, BAME applicants were almost as likely to be appointed to a role as white applicants (1.04).

At present, White applicants are significantly more likely to be appointed to a role than BAME applicants, with a relative likelihood of appointment for white applicants of 3.27. However, it should also be noted that the ICB switched from NHS Jobs to TRAC in 2024-25. This meant that some shortlisting data was lost during this time. As such, the relative likelihood is likely to be higher than at present, as the shortlisting data is likely to be different. The appointment data is correct as this was taken from new hires data, available on ESR for the period of 2024-25.

Formal disciplinary processes

WRES Indicator 3: The Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation

- The ICB records and monitors all disciplinary cases based on protected characteristics
- Where the number of staff entering a formal disciplinary process is 5 or less, the ICB will not disclose or publish the information for reporting purposes to maintain confidentiality and anonymity of individuals subject to such processes
- The total number of staff that entered a formal disciplinary process across all the NENC ICB for the period 01 April 2024 to 31 March 2025 is 2

Non-mandatory training and continuous professional development (CPD)

WRES Indicator 4: Compare the data for white and BAME staff: Relative likelihood of staff accessing non-mandatory training and continuous professional development (CPD)

	2023-24		2024-25	
Ethnicity	No. of staff accessing non-mandatory training and CPD	Relative Likelihood of white staff accessing non-mandatory training and CPD	No. of staff accessing non-mandatory training and CPD	Relative Likelihood of white staff accessing non-mandatory training and CPD
White	184	1.58	516	0.80
BAME	7		38	
Unknown	74		50	

In 24/25, a higher proportion of BAME colleagues accessed non-mandatory training and CPD than White colleagues.

This is narrowing is an improvement from last year, where significantly more White colleagues were likely to access non-mandatory training and CPD.

However, we would ideally want the relative likelihood to be at 1.0, which would indicate BAME and White colleagues were equally as likely to access training. This could also be linked to the increase in disclosure rates on ESR

WRES staff survey questions

WRES Indicators 5-8

NB the data provided below comprises the percentage of ICS staff that said 'YES' to the WRES questions in the 2024 Staff Survey

Staff survey indicator (WRES)	Ethnic group	Survey results		
		2023	2024	2024 comparison with 2023
Indicator 5- KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	White	8.6%	5.8%	-2.8%
	BAME	0.0%	15.0%	+15.0%
Indicator 6- KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	White	13.7%	14.5%	+0.8%
	BAME	21.4%	20.0%	-1.4%
Indicator 7- KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion	White	51.3%	58.7%	+7.4%
	BAME	53.3%	45.0%	-8.3%
Indicator 8- Q17- In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other Colleagues?	White	2.4%	3.5%	+1.1%
	BAME	26.7%	30.0%	+3.3%

Denotes a negative change in experience when compared with previous year



Denotes a positive improvement in experience when compared with previous year



WRES staff survey questions cont...

WRES Indicators 5-8

- Overall, staff experience has worsened from the previous year, with negative changes in experience for 3 out of 4 indicators for BAME colleagues and negative changes in experience in 2 out of 4 indicators for White colleagues
- For Indicator 5, "Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months"
 - Experience has improved for White colleagues with 5.8% of colleagues having experienced this in 2024, a reduction of 2.8% from the previous year
 - In 2023, no BAME colleagues were reporting having experienced this, but the 2024 staff survey results show 15.0% of colleagues having experienced this. This is a significant negative change for BAME colleagues when compared with the previous year
 - While White colleagues reported a worse experience than BAME colleagues in 2023, BAME colleagues report a significantly worse experience than White colleagues in 2024, with 9.2% more BAME colleagues reporting this than White colleagues. This is a significant change we need to understand more about.
- For Indicator 6, "Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months"
 - There has been an improvement in experience of 1.4% for BAME colleagues, with 20.0% of BAME colleagues experiencing this in 2024 compared with 21.4% in the previous year
 - Experience has worsened for White colleagues, with 0.8% more White colleagues reporting this, 14.5% in 2024, compared with 13.7% in 2023
 - While there has been an improvement in BAME colleagues experience for this indicator, significantly more BAME colleagues are experiencing this than White colleagues in 2024 (5.5% more BAME colleagues) and 2023 (7.7% more BAME colleagues)

WRES staff survey questions cont...

WRES Indicators 5-8

- For indicator 7, “Percentage believing that trust provides equal opportunities for career progression or promotion”
 - Experience has improved for White colleagues, with 7.4% more White colleagues believing this in 2024 (58.7%) compared with 2023 (51.3%)
 - The number of BAME colleagues believing this has fallen by 8.3%, with 45.0% of BAME colleagues believing this in 2024, compared with 53.3% in 2023
 - Where previously slightly more (2.0%) BAME colleagues reported this than White colleagues in 2023, now significantly less (13.7%) BAME colleagues believe this than White colleagues in 2024, which is a big gap.
- For indicator 8, “In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other Colleagues?”
 - There has been a 1.1% increase in the number of White colleagues experiencing this, with 3.5% experiencing this in 2024 and 2.4% experiencing this in 2023
 - Experience has worsened for BAME colleagues with 3.3% more BAME colleagues experiencing this, 30.0% in 2024, compared with 26.7% in 2023
 - In general, it can also be seen that BAME colleagues have a significantly worse experience for this indicator than White colleagues, with 26.5% more BAME colleagues than White colleagues experiencing this in 2024, and 24.3% more BAME colleagues than White colleagues experiencing this in 2023
- While there have been some improvements with regards to staff experience, BAME colleagues report a significantly worse experience in the organisation than White colleagues

Board membership representation

WRES Indicator 9: Percentage difference between the organisations' Board membership

Board Membership								
	2023-24				2024-25			
Ethnicity	White	BAME	Unknown	Total	White	BAME	Unknown	Total
Count	14	2	0	16	16	2	0	18
Percentage	87.5%	12.5%	0.0%		88.9%	11.1%	0.0%	

Workforce								
	2023-24				2024-25			
Ethnicity	White	BAME	Unknown	Total	White	BAME	Unknown	Total
Count	699	42	52	793	664	39	15	718
Percentage	88.1%	5.3%	6.6%		92.5%	5.4%	2.1%	

There is a greater percentage of BAME board members than colleagues within the workforce. However the overall percentage of BAME board members has reduced due to a growth in board size.

While the Board ethnicity distribution is positive, more work needs to be done to improve workforce representation and improve workforce disclosure rates.



Summary and Next Steps

Key Areas for Improvement

- Based on the WRES indicators it can be seen that:
 - There are fewer BAME staff members (5.4%) within the workforce when compared with the regional census population data, where 6.3% of the local population identifies as BAME
 - There has been a significant reduction (-5.7%) in the number of BAME colleagues within bands 5-7 since last year. There has also been an increase of 2.7% in colleagues at bands 1-4.
 - White applicants are significantly more likely to be appointed to a role from shortlisting, than BAME colleagues, with a relative likelihood of 3.27. However, it should also be noted that the ICB switched from NHS Jobs to TRAC in 2024-25. This meant that some shortlisting data was lost during this time. As such, the relative likelihood is likely to be higher than at present, as the shortlisting data is likely to be different. The appointment data is correct as this was taken from new hires data, available on ESR for the period of 2024-25.
 - BAME staff report a worse experience than White colleagues for all staff survey indicators (Indicators 5-8). BAME staff experience has also worsened from last year for indicators 5, 7 and 8. There has been an improvement in indicator 6, more BAME colleagues are still experiencing harassment, bullying or abuse from other colleagues, than White colleagues
 - There has been a reduction in the percentage of board representation of BAME colleagues since 2023-24

Positive highlights of 2024-25

- Looking at the workforce data, there has been a positive increase in disclosure rates, with 2.1% of the workforce choosing not to share their data with us in 2024-25. This a positive reduction of 4.5% since last year, indicating a potential increase in psychological safety
- While there have been negative changes for the distribution of BAME colleagues for most bandings, it can be seen there has been a positive increase of 1.9% in BAME colleagues at 8c-VSM level
- The Relative Likelihood of White staff accessing non-mandatory training and CPD compared with BAME staff is 0.8. This indicates that BAME colleagues are slightly more likely to access non-mandatory training and CPD than their White colleagues
- There has been a 1.4% reduction in the percentage of BAME colleagues reporting experiencing harassment, bullying or abuse from staff in last 12 months, as part of the staff survey
- The percentage of BAME board members is greater than colleagues within the workforce, showing improving board representation. However, it should be noted that all BAME board members are non-executive members.

Actions to improve experience and representation of BAME staff

As part of the New ICB EDI Strategy we expect to see further improvements based on the following actions

Action	Specific Goal	Measurable Target	Responsible Lead	End date
Improve ESR Declaration rates and reduced Ethnicity “prefer not to say”	- Comms campaign - Embed prompts in appraisals and 1:1s	10% reduction in 'prefer not to say' and 10% improvement in Ethnicity declarations annually	EDI and Comms team	Q3 2026
Targeted positive action support for BAME staff, due to a lack of representation vs local population	Identify and allocate specific support and development for BAME in the ICB	Provide support offer for all BAME staff in the ICB to support at least 10 BAME staff in the ICB	L&I / HR / EDI Team	Before end of 2026 (launch date of programme)
Create best in class flexible working and Agile Working policies	New policies and staff guidance for Agile and Flexible working for a new ICB operating model	New products designed, consulted and published by March 2026	EDI / HR / OD Team	Q1 2026
Tackling Bullying, Harassment and Discrimination (BHD) based on Race and Ethnicity	- Reduce BHD experienced by all based on based on Race and Ethnicity - BAME colleagues reporting BHD in line with White colleagues.	Overall reduction in BHD rates of 5% An overall reduction of 10% reduction for BAME staff	EDI / HR / Comms Team	Q3 2026
Inclusive recruitment	- Strengthening and de-biasing each stage of the recruitment - Advertise all vacancies internally first	Increase equitable outcome for recruitment as measured in the WRES	EDI / HR / OD Team	During 2026