NHS
The Clatterbridge Cancer Centre
NHS Foundation Trust

Report Cover Sheet

Report to:	Board of Directors
Date of the Meeting:	25 September 2019
Agenda Item:	P1/187/19
Title:	Workforce Race Equality Standard (WRES) Action Plan and Data
Report prepared by:	Linda M Morris, Equality, Diversity & Inclusion Lead
Executive Lead:	Jayne Shaw, Director of Workforce and OD
Status of the Report:	Public	Private
	X	

Paper previously considered by:	Paper sent to WOD Committee members for virtual approval 16.08.19, to meet deadline for Quality Committee and Trust Board. Approved 22.08.19 Paper presented at Quality Committee 11.09.19
Date & Decision:	Approved by Quality Committee 11.09.19

Purpose of the Paper/Key Points for Discussion:	The WRES is a mandatory standard required by NHS England to monitor workforce race data and action plans to demonstrate the Trust's commitment to Equality, Diversity & Inclusion for all. This document requires approval from WOD, Quality Committee and The Trust Board. It must be published on the Trust Webpage no later than 30th September 2019.

Action Required:	Discuss	
	Approve	X
	For Information/Noting	

Next steps required	Submit to Trust Board for final approval and publication

The paper links to the following strategic priorities (please tick)

Deliver **outstanding care locally**		Collaborative system **leadership** to **deliver better** patient **care**	X
Retain and **develop outstanding staff**	X	Be **enterprising**	
Invest in **research & innovation** to deliver **excellent** patient **care** in the future		Maintain **excellent** quality, operational and financial **performance**	

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3.If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	X
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	X
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	

Equality & Diversity Impact Assessment		
Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		No
Disability		No
Gender		No
Race		No
Sexual Orientation		No
Gender Reassignment		No
Religion/Belief		No
Pregnancy and Maternity		No

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

Workforce Race Equality Standard (WRES) Indicators Action Plan 2019 – 2021 Workforce & Organisational Development (WOD)

Workforce: For each of the four workforce indicators, the Standard compares the metrics for White and BAME staff.		Timescale	Workforce Leads	Progress/ Update
	Actions	**Timescale**	**Workforce Leads**	**Progress/ Update**
1. Percentage of staff in each of the AfC 1-9 OR Medical and Dental sub groups and Very Senior Managers (VSM) (including Executive Board members) compared with the percentage of staff in the overall workforce.	• Identify staff who's disability is not recorded and invite them to record, reinforcing the importance of data collection. • Develop appropriate communication to raise awareness of the importance of self-recording disability and the Trusts legal obligation in reporting mandatory information.	Sept 2019	WOD Information Manager Trust EDI Lead	
2. Relative likelihood of staff being appointed from shortlisting across all posts	• Review annual recruitment training for managers to ensure Equality, Diversity & Inclusion (EDI) content is reflected. • Review recruitment data to analyse all stages of the recruitment process for potential barriers to those from diverse backgrounds • Undertake a new Equality Impact Assessment on the Recruitment Policy	April 2020 Dec 2019 Oct 2019	Workforce Resourcing Manager	

Workforce Race Equality Standard (WRES) Indicators
Action Plan 2019 – 2021
Workforce & Organisational Development (WOD)

3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.	• Record and monitor current. • Report Employee Relations activity by protected characteristics bi-annually to Workforce Equality, Diversity & Inclusion Group. • Identify trends to be shared with line managers and appropriate action/interventions are in place • Report actions/interventions bi-annually to Workforce Equality, Diversity & Inclusion Group	Sept 2019 April 2020 Dec 2019 April 2020	WOD Business Partners	
4. Relative likelihood of staff accessing non-mandatory and CPD Training	• Review processes for capturing the BAME data for staff applying and attending all non-mandatory training. • Report action/interventions bi-annually to Workforce Equality, Diversity & Inclusion Group.	Dec 2019 April 2020	Learning & Development	
Staff Survey: For each of these four staff survey indicators, the Standard compares the metrics for each survey question response for White and BME staff				
5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	• Record cases and reported data and report bi-annually to Workforce Equality, Diversity & Inclusion Group. • Review staff survey data for incidences of bullying for white staff and BME staff to identify differences and consequent actions required.	April 2020 Feb 2020	Workforce EDI Lead	

Workforce Race Equality Standard (WRES) Indicators
Action Plan 2019 – 2021
Workforce & Organisational Development (WOD)

6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.	• Review effectiveness of the "Promote the Respect For Each Other Champions" Group	Dec 2019	Workforce EDI Lead	
	• Record case and reported data and report bi-annually to Workforce Equality, Diversity & Inclusion Group.	April 2020	Workforce EDI Lead	
	• Include Bullying & Harassment awareness training to managers as part of core management training programme	Dec 2019	WOD Business Partners	
7. Percentage of staff believing that the Trust provides equal opportunities for career progression and promotion	• Utilise Staff Survey results to identify staff experience of equal opportunities and develop any action plans as necessary	Feb 2020	WOD EDI Lead/ OD Practitioner Workforce EDI Lead	
	• Report data annually to Workforce Equality, Diversity & Inclusion Group	April 2020		
8. In the last 12 months have you personally experienced discrimination at work from any of the following?	. • Through training and communication channels, raise awareness with staff Trustwide regarding the meaning of discrimination, its impact and consequences on personal health and wellbeing.	Dec 2019	L&D/WOD Business Partners	
	• Establish a Trust Black and Minority Ethnic (BAME) staff network	Nov 2019	Trust EDI Lead	

Workforce Race Equality Standard (WRES) Indicators
Action Plan 2019 – 2021
Workforce & Organisational Development (WOD)

Management, team leader or other colleagues.	• Explore opportunities to engage with BAME staff networks with other Merseyside and Wirral Trusts • Identify external relationships with BAME organisations, local Community Groups, schools universities etc.: both in Liverpool and on the Wirral to promote employment and career opportunities at all levels.	Dec 2019 Dec 2019	Trust EDI Lead Trust EDI Lead	
4.3 Trust Board: This indicator compares the difference for white and BME staff.				
9. Percentage difference between the organisations' Board voting membership and its overall workforce **NOTE: Only voting members of the Board are included in this indicator**	• Through a self-recording exercise capture and record data for analysis	Oct 2019	EDI Lead	

Workforce Race Equality Standards annual collection
as at March-2019

For any technical queries or additional clarification relating to the collection please contact:

For any queries or additional clarification relating to submissions please contact: **data.collections@nhs.net**

Workforce Race Equality Standards

Validations
Please correct all issues listed within the table below. If the issues are not corrected then the pro forma will fail the validation stage in SDCS.

Trust - Frontsheet
Please complete all yellow answer cells on the 'Data for submission' tab. The 'Validation and Data Checks' tab can be used to identify which cells still need to be answered.

SubmissionTemplate
Workforce Race Equality Standards 2018/19 template

	Legend
	Answer Required
	Auto Populated
	N/A

INDICATOR	DATA ITEM		MEASURE	31st MARCH 2018 WHITE ESR figures	WHITE Verified figures	BME ESR figures	BME Verified figures	ETHNICITY UNKNOWN/NULL ESR figures	UNKNOWN Verified figures	31st MARCH 2019 WHITE ESR figures	WHITE Verified figures	BME ESR figures	BME Verified figures	ETHNICITY UNKNOWN/NULL ESR figures	UNKNOWN Verified figures	Notes
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		**1a) Non Clinical workforce**														
	1	Under Band 1	Headcount	0	0	0	0	0	0	0	0	0	0	0	0	
	2	Band 1	Headcount	0	0	0	0	0	0	0	0	0	0	0	0	
	3	Band 2	Headcount	56	56	0	0	1	1	86	86	2	2	1	1	
	4	Band 3	Headcount	79	79	1	1	9	9	78	78	0	0	2	2	
	5	Band 4	Headcount	86	86	3	3	4	4	97	97	1	1	3	3	
	6	Band 5	Headcount	45	45	3	3	0	0	45	45	1	1	0	0	
	7	Band 6	Headcount	38	38	2	2	4	4	40	40	2	2	4	4	
	8	Band 7	Headcount	36	36	0	0	5	5	36	36	1	1	3	3	
	9	Band 8A	Headcount	25	25	1	1	2	2	24	24	1	1	2	2	
	10	Band 8B	Headcount	6	6	0	0	2	2	6	6	0	0	2	2	
	11	Band 8C	Headcount	7	7	0	0	0	0	7	7	0	0	0	0	
	12	Band 8D	Headcount	8	8	0	0	0	0	9	9	0	0	0	0	
	13	Band 9	Headcount	0	0	0	0	0	0	0	0	0	0	0	0	
	14	VSM	Headcount	7	7	0	0	0	0	4	4	0	0	0	0	
		1b) Clinical workforce of which Non Medical														
	15	Under Band 1	Headcount	0	0	0	0	0	0	0	0	0	0	0	0	
	16	Band 1	Headcount	0	0	0	0	0	0	0	0	0	0	0	0	
	17	Band 2	Headcount	78	78	1	1	6	6	62	62	1	1	0	0	
	18	Band 3	Headcount	76	76	2	2	2	2	87	87	3	3	2	2	
	19	Band 4	Headcount	11	11	1	1	0	0	11	11	1	1	0	0	
	20	Band 5	Headcount	164	164	11	11	11	11	159	159	9	9	4	4	
	21	Band 6	Headcount	157	157	2	2	5	5	177	177	3	3	3	3	
	22	Band 7	Headcount	138	138	2	2	6	6	150	150	2	2	6	6	
	23	Band 8A	Headcount	54	54	0	0	6	6	65	65	2	2	5	5	
	24	Band 8B	Headcount	13	13	0	0	1	1	19	19	0	0	0	0	
	25	Band 8C	Headcount	2	2	0	0	1	1	3	3	2	2	1	1	
	26	Band 8D	Headcount	4	4	0	0	0	0	4	4	0	0	0	0	
	27	Band 9	Headcount	1	1	0	0	0	0	2	2	0	0	0	0	
	28	VSM	Headcount	0	0	0	0	0	0	0	0	1	1	0	0	
		Of which Medical & Dental														
	29	Consultants	Headcount	30	30	22	22	4	4	33	33	21	21	3	3	
	30	of which Senior medical manager	Headcount		0		0		0		0		0		0	
	31	Non-consultant career grade	Headcount	2	2	4	4	0	0	4	4	4	4	0	0	
	32	Trainee grades	Headcount	4	4	2	2	0	0	3	3	1	1	0	0	
	33	Other	Headcount	7	7	0	0	4	4	6	6	0	0	0	0	
2 — Relative likelihood of staff being appointed from shortlisting across all posts	34	Number of shortlisted applicants	Headcount		993		106		24		1012		70		21	
	35	Number appointed from shortlisting	Headcount		233		11		9		235		12		16	
	36	Relative likelihood of appointment from shortlisting	Auto calculated		0.2346424975		0.1037735849		0.3750000000		0.2322134387		0.1714285714		0.7619047619	
	37	Relative likelihood of White staff being appointed from shortlisting compared to BME staff	Auto calculated		2.26						1.35					
3 — Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. Note: This indicator will be based on data...	38	Number of staff in workforce	Auto calculated		1134		57		73		1217		58		41	
	39	Number of staff entering the formal disciplinary process	Headcount		7		2		0		11		0		0	
	40	Likelihood of staff entering the formal disciplinary process	Auto calculated		0.0061728395		0.0350877193		0.0000000000		0.0090386196		0.0000000000		0.0000000000	
	41	Relative likelihood of BME staff entering the formal disciplinary process compared to White staff	Auto calculated				5.68						0.00			

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	Legend
	Answer Required
	Auto Populated
	N/A

INDICATOR	DATA ITEM		MEASURE	31st MARCH 2018			31st MARCH 2019			Notes
				WHITE	BME	ETHNICITY UNKNOWN/NULL	WHITE	BME	ETHNICITY UNKNOWN/NULL	
4 — Relative likelihood of staff accessing non-mandatory training and CPD	42	Number of staff in workforce	Auto calculated	1134	57	73	1217	58	41	
	43	Number of staff accessing non-mandatory training and CPD:	Headcount	415	11	1	684	21	16	
	44	Likelihood of staff accessing non-mandatory training and CPD	Auto calculated	0.3659611993	0.1929824561	0.0136986301	0.5620377979	0.3620689655	0.3902439024	
	45	Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff	Auto calculated	1.90			1.55			
5 — Percentage of staff experiencing harassment, bullying	46	% of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	Percentage	16	16		13	24		
6 — Percentage of staff experiencing harassment, bullying	47	% of staff experiencing harassment, bullying or abuse from staff in last 12 months	Percentage	24	16		23	20		
7 — Percentage believing that trust provides equal opportunities for ... in the last 12 months	48	% staff believing that trust provides equal opportunities for career progression or promotion	Percentage	89	96		86	81		
8 — have you personally experienced discrimination at work from any of the...	49	% staff personally experienced discrimination at work from Manager/team leader or other colleague	Percentage	5	3		6	12		
9 — Percentage difference between the organisations' Board voting membership and its overall workforce. Note: Only voting members of the Board should be included when considering this indicator	50	Total Board members	Headcount	10	2	0	10	2	0	
	51	of which: Voting Board members	Headcount	1	2	0	1	2	0	
	52	: Non Voting Board members	Auto calculated	9	0	0	9	0	0	
	53	Total Board members	Auto calculated	10	2	0	10	2	0	
	54	of which: Exec Board members	Headcount	6	2	0	6	0	0	
	55	: Non Executive Board members	Auto calculated	4	0	0	4	2	0	
	56	Number of staff in overall workforce	Auto calculated	1134	57	73	1217	58	41	
	57	Total Board members - % by Ethnicity	Auto calculated	83.3%	16.7%	0.0%	83.3%	16.7%	0.0%	
	58	Voting Board Member - % by Ethnicity	Auto calculated	33.3%	66.7%	0.0%	33.3%	66.7%	0.0%	
	59	Non Voting Board Member - % by Ethnicity	Auto calculated	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	
	60	Executive Board Member - % by Ethnicity	Auto calculated	75.0%	25.0%	0.0%	100.0%	0.0%	0.0%	
	61	Non Executive Board Member - % by Ethnicity	Auto calculated	100.0%	0.0%	0.0%	66.7%	33.3%	0.0%	
	62	Overall workforce - % by Ethnicity	Auto calculated	89.7%	4.5%	5.8%	92.5%	4.4%	3.1%	
	63	Difference (Total Board -Overall workforce)	Auto calculated	-6.4%	12.2%	-5.8%	-9.1%	12.3%	-3.1%	

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Workforce Race Equality Standards 2018/19 template

INDICATOR		DATA ITEM		MEASURE	31st MARCH 2018 WHITE ESR	WHITE Verified	BME ESR	BME Verified	ETH. UNK/NULL ESR	ETH. UNK/NULL Verified	31st MARCH 2019 WHITE ESR	WHITE Verified	BME ESR	BME Verified	ETH. UNK/NULL ESR	ETH. UNK/NULL Verified	Notes
			1a) Non Clinical workforce														
		1	Under Band 1	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		2	Band 1	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		3	Band 2	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		4	Band 3	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		5	Band 4	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		6	Band 5	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		7	Band 6	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		8	Band 7	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		9	Band 8A	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
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	10	Band 8B	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		11	Band 8C	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		12	Band 8D	Headcount	OK	OK	OK	OK	2	OK	OK	OK	OK	OK	OK	OK	
		13	Band 9	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		14	VSM	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
			1b) Clinical workforce														
			of which Non Medical														
		15	Under Band 1	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		16	Band 1	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		17	Band 2	Headcount	OK	OK	OK	OK	7	OK	OK	OK	OK	OK	OK	OK	
		18	Band 3	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		19	Band 4	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		20	Band 5	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		21	Band 6	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		22	Band 7	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		23	Band 8A	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		24	Band 8B	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		25	Band 8C	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		26	Band 8D	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		27	Band 9	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		28	VSM	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
			Of which Medical & Dental														
		29	Consultants	Headcount		OK		OK		OK		OK		OK		OK	
		30	*of which Senior medical manager*			OK						OK					
		31	Non-consultant career grade	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		32	Trainee grades	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
		33	Other	Headcount	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
2	Relative likelihood of staff being appointed from shortlisting across all posts	34	Number of shortlisted applicants:	Headcount		OK		OK		OK		Good		Good		OK	
		35	Number appointed from shortlisting:	Headcount		OK		OK		OK		Good		Good			
		36	Relative likelihood of shortlisting/appointed:	Auto calculated													
		37	**Relative likelihood of White staff being appointed from shortlisting compared to BME staff:**	Auto calculated		OK											
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. Note: This indicator will be based on data from a two year rolling average of the current year and the previous year	38	Number of staff in workforce:	Headcount		OK		OK		OK		Good		Good		Good	
		39	Number of staff entering the formal disciplinary process:	Headcount		OK		OK		OK		Good		Good		Good	
		40	Likelihood of staff entering the formal disciplinary process:	Auto calculated		OK		OK		OK							
		41	**Relative likelihood of BME staff entering the formal disciplinary process compared to White staff:**	Auto calculated				OK									

SubmissionTemplate
Workforce Race Equality Standards 2018/19 template

INDICATOR		DATA ITEM		MEASURE	31st MARCH 2018			31st MARCH 2019			Notes
					WHITE	BME	ETHNICITY UNKNOWN/NULL	WHITE	BME	ETHNICITY UNKNOWN/NULL	
4	Relative likelihood of staff accessing non-mandatory training and CPD	42	Number of staff in workforce:	Headcount	OK	OK	OK	Good	Good	Good	
		43	Number of staff accessing non-mandatory training and CPD:	Headcount	OK	OK	OK	Good	Good	Good	
		44	Likelihood of staff accessing non-mandatory training and CPD:	Auto calculated	OK	OK	OK				
		45	Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff:	Auto calculated	OK						
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	46	% of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	Percentage	OK	OK					
6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	47	% of staff experiencing harassment, bullying or abuse from staff in last 12 months	Percentage	OK	OK					
7	Percentage believing that trust provides equal opportunities for career progression or promotion	48	% staff believing that trust provides equal opportunities for career progression or promotion	Percentage	OK	OK					
8	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	49	% staff personally experienced discrimination at work from Manager/team leader or other colleague	Percentage	OK	OK					
9	Percentage difference between the organisations' Board voting membership and its overall workforce Note: Only voting members of the Board	50	Total Board members	Headcount	Good	Good	Good	Good	Good	Good	
		51	of which: Voting Board members	Headcount	Good	Good	Good	Good	Good	Good	
		52	: Non Voting Board members	Autocalculated							
		53	Total Board members	Headcount	Good	Good	Good	Good	Good	Good	
		54	of which: Exec Board members	Headcount	Good	Good	Good	Good	Good	Good	
		55	: Non Executive Board members	Autocalculated							
		56	Number of staff in overall workforce	Headcount	OK	OK	OK	Good	Good	Good	
		57	Total Board members - % by Ethnicity	Auto calculated							
		58	Voting Board Member - % by Ethnicity	Auto calculated							
		59	Non Voting Board Member - % by Ethnicity	Auto calculated							
		60	Executive Board Member - % by Ethnicity	Auto calculated							
		61	Non Executive Board Member - % by Ethnicity	Auto calculated							
		62	Overall workforce - % by Ethnicity	Auto calculated							
		63	Difference (Total Board -Overall workforce)	Auto calculated							