

Workforce Race Equality Standard

Action Plan 2020/21

Overview



| Theme | | WRES Indicators | |
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| 1 | <p>Representation, Recruitment and Retention</p> <p>Whilst performance at Indicator 2 has made significant improvements in recent years, and is measured at 1.1 (where 1.0 equals parity), there is evidence through indicator 1, the workforce profile, that there is under-representation of BAME people at Bands 2 through 8a, particularly in clinical roles. There is also significant under-representation of BAME people on the Trust Board and Executive Group.</p> | <p>1, 2 and 9</p> <p>Key Indicator: WRES Indicator 2, Recruitment ratio (where 1 = parity) Targets:</p> <ul style="list-style-type: none"> By March 2022 - 2 year average will be 1.0 <p>Additionally, aiming for increased BAME representation in clinical Agenda for Change bands 6 to 8a, and at Trust Leadership level (Targets to be set following review)</p> | |
| Actions | | Responsibility/Contributors | When will this be achieved? |
| 1.1 | Review the recruitment process (in line with the NHS People Plan), from vacancy to on boarding. (See the Inclusive Recruitment PID of the Trust Improvement Plan) | Group Head of Resourcing/ Head of Resourcing, Head of Equality and Inclusion, Head of Culture and Engagement | 31 October 2020 |
| 1.2 | Improve the attractiveness of the Trust as an employer of choice, by focusing on inclusivity, for example by ensuring there are visible and practical signals that the Trust is serious about valuing diversity | Chief People Officer/ Director of Communications, Head of Equality and Inclusion, Head of Organisational Development | 31 March 2021 |
| 1.3 | Review policies and practices (both HR and operational) for issues of systemic discrimination by involving BAME staff (and other staff equality groups) | All members of the Executive Group/ Policy leads | At each policy's due review date, commencing December 2020 |

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| 1.4 | <p>Review and roll out recruitment and retention training to all those who sit on appointment panels, including [un]conscious bias awareness and cultural competence</p> <p>And train more people across the Trust (e.g. Change Team) to deliver recruitment and retention training</p> | <p>Head of Resourcing, Head of Equality and Inclusion, Head of Culture and Engagement</p> | <p>30 November 2020 (review), roll out from December 2020</p> <p>Trainer training from January 2021 onwards</p> |
| 1.5. | <p>Make recruitment and retention training a requirement for at least one member of every recruitment panel.</p> | <p>People Committee Head of Resourcing, Head of Equality and Inclusion</p> | <p>Decision 31 October 2020 Delivery ongoing</p> |
| 1.6 | <p>Develop innovative approaches to diversifying the pool of candidates, including innovative positive action programmes, and targeting of positive action where most needed.</p> | <p>Group Head of Resourcing, Head of Equality and Inclusion, Senior managers across the Trust</p> | <p>Investigation and initial design by 31 January 2021, and ongoing with regular review thereafter</p> |
| 1.7 | <p>Where there is evidence of a group of posts (e.g. a pay band, service group, staff group) having an under-representation of BAME people, to develop a system to ensure that recruitment panels have BAME representation on them.</p> | <p>Group Head of Resourcing/ Head of Resourcing, Head of Equality and Inclusion.</p> | <p>28 February 2021</p> |

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| 2 | <p>Training and Development</p> <p>Uptake of non-mandatory training is high for both BAME and White staff. However, feedback from the BAME Staff Network was that staff have a perception that BAME staff do not have equal access to CPD, and some are not clear about training opportunities and pathways.</p> | <p>1 and 4</p> <p>Key indicator: WRES Indicator 4 - Relative likelihood of staff accessing non-mandatory training and CPD. Performance in 2020: 0.98</p> <p>Report on the uptake of CPD by demographic groups following financial year end</p> | |
| Actions | | Responsibility/Contributors | When will this be achieved? |
| 2.1 | <p>Increase awareness of the Trust's significant offer of opportunities for training, continuous professional development (CPD), apprenticeships and work-based learning, through promotion of the training brochure, internal promotion/communications etc. (This is already provided weekly, the information is available on the intranet. All new starters are made aware at Induction)</p> | <p>Group Head of Workforce Development and Organisational Development / Head of Organisational Development, Nurse Education, Medical Education</p> | <p>Current and ongoing Review by 31 January 2021</p> |
| 2.2 | <p>Annual review (following financial year end) of the uptake of CPD by demographic group, in order to address any inequalities and design positive action where necessary.</p> | <p>Group Head of Workforce Development and Organisational Development / Head of Organisational Development, Head of Equality and Inclusion</p> | <p>30 April 2021</p> |
| 2.3 | <p>Ensure that processes for accessing training, development and CPD are clear to all staff, taking into account that some groups and individuals may have less awareness of the UK learning</p> | <p>Group Head of Workforce Development and Organisational Development / Head of</p> | <p>31 January 2021</p> |

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| | pathways. | Organisational Development, Nurse Education, Medical Education | |
| 2.4 | Increase managers' level of knowledge and experience of the appraisal and talent management systems, by increasing the uptake of the existing training offer, and by extending the existing training on [un]conscious bias. | Group Head of Workforce Development and Organisational Development / Head of Organisational Development, Head of Equality and Inclusion | 31 March 2021 |

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| 3 | <p>Disciplinary Procedures</p> <p>A statistically small number of individuals (1.59% of the whole workforce) have entered formal disciplinary procedures in the past two years. White staff continue to be more likely to enter formal procedures than those from BME backgrounds. The proportion of both BME and White staff in formal procedures is falling.</p> <p>However, the BAME Staff Network has raised concerns that BAME staff are more likely to be in informal procedures, or have complaints made against them by the other staff.</p> | 3 | <p>Key indicator – WRES Indicator 3 - Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. Performance in 2020: 0.59</p> <p>Local Indicator on proportion of BAME and White staff in informal procedures to be investigated and developed by 31 March 2021</p> |
| Actions | | Responsibility/Contributors | When will this be achieved? |
| 3.1 | Develop a mechanism or system to review how informal disciplinary procedures, complaints etc. impact on BAME and White staff. | Deputy Director of HR&OD/ Head of Employee Relations, Head of Equality and Inclusion | 31 January 2020 |
| 3.2 | Conduct focus groups and/or surveys with BAME staff on their experience of informal procedures. | Head of Culture and Engagement/ Head of Equality and Inclusion | 31 January 2021 |
| 3.3 | Continue to roll out training on the use of formal and informal disciplinary procedures, incorporating [un]conscious bias/cultural competence training in the training. | Head of Employee Relations | Current and ongoing Review for [un]conscious bias by 30 November 2020 |
| 3.4 | Consult staff and managers whenever disciplinary policies and procedures have their regular review. | Head of Employee Relations | At each policy's due review date |

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| 3.5 | Quarterly monitoring of the relative proportion of BAME and White staff being in formal procedures. (reviewing a 2 year rolling programme e.g. Oct 2018- Sept 2020 and quarterly thereafter) | Head of Employee Relations/ Head of Equality and Inclusion | 31 October 2020 (reviewing Oct 2018- Sept 2020) and quarterly thereafter |

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| 4 | <p>Staff Experience</p> <p>This Theme brings together the perception indicators from the Staff Survey 2019 that report:</p> <ul style="list-style-type: none"> • Staff reporting bullying/harassment from patients (Indicator 5) • Staff reporting bullying/harassment from staff (Indicator 6) • Staff considering there is equality of opportunity (Indicator 7) • Staff reporting personal experience discrimination from managers or other staff (Indicator 8) <p>Where BAME staff report poorer experience than White staff.</p> | 5, 6, 7 and 8 | <p>By April 2022</p> <p>Indicator 5- gap to be narrowed to <1%</p> <p>Indicator 6- gap to be narrowed to 3%</p> <p>Indicator 7 – gap to be narrowed to 8%</p> <p>Indicator 8 – gap to reduce to 2%</p> |
| | | Responsibility/Contributors | When will this be achieved? |
| 4.1 | <p>Continue to promote the Trust’s behaviour and values, and incorporate national guidance on respect into the Trust’s Culture programme. (By March 2021, NHS Improvement will provide a toolkit on civility and respect to support the a positive workplace culture. By December 2020, an NHS violence reduction standard will be launched, to establish a systematic approach to protecting staff.)</p> | <p>Head of Culture and Engagement/ Head of Equality and Inclusion, Freedom to Speak Up Guardian</p> | <p>Current and ongoing, with reviews following NHSE/I’s new toolkits and standards</p> |
| 4.2 | <p>The Trust will appoint a wellbeing guardian at Non-Executive Director level to look at the Trust’s activities from a health and wellbeing perspective and act as a critical friend. (The primary responsibility for people’s health and wellbeing lies with chief executive officers or other accountable officers.)</p> | <p>The Trust’s People Committee</p> | <p>November 2020</p> |

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| 4.3 | Building Confidence to Speak by promoting NHS England/Improvement' joint training programme for Freedom to Speak Up Guardians/Champions and WRES Experts. And recruit more Freedom to Speak Up Champions. | Freedom to Speak Up Guardian/ Head of Equality and Inclusion, Head of Culture and Engagement | From March 2021 (initiation) and ongoing |
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| 5 | <p>Leadership Development</p> <p>Developing confident working relationships between senior leader</p> | Local Priority | |
| Actions | | Responsibility/Contributors | When will this be achieved? |
| 5.1 | <p>Develop a Reverse Mentoring to give Senior managers greater insights into the context and experience of BAME staff in the workplace.</p> | BAME Staff Network, co-designed with the Group Head of Workforce Development and Organisational Development | 31 March 2021 |
| 5.2 | <p>Design a 'recruiting for difference' programme for key senior posts where there is under representation of any protected characteristic.</p> <p>(A recruiting for difference programme is essentially a positive action programme that considers the <i>specific</i> circumstances of recruitment to a particular level – e.g. where there is a diversity deficit - a lack of diversity in a group of similar posts or posts at a particular level - to check on any inherent biases, blocks or barriers, in order to redesign the specific recruitment process to equalise the participation and potential success of candidates.</p> | Deputy Director of HR&OD/ Group Head of Resourcing, Head of Resourcing, Head of Equality and Inclusion | 31 March 2021 |

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| 5.3 | Develop and deliver a bespoke culture and inclusion leadership programme for leaders and senior managers | Group Head of Workforce Development and Organisational Development/ Head of Organisational Development, Head of Equality and Inclusion. | 31 March 2021 |
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