

REPORT TO THE TRUST BOARD (PRIVATE)

TITLE	Workforce Nationality Equality Standard (WNES) Action Plan 2020-21 (DRAFT – Subject to Board Approval)
AUTHOR	Simon Howard, Equality, Diversity, Inclusion and Armed Forces Manager Hyacinta Zozulakova – Linguistics and Interpretation Service Coordinator
EXECUTIVE SPONSOR	Louise Tibbert, Director of Workforce and OD
DATE OF MEETING	(DRAFT – Subject to Board Approval)
PRESENTED FOR	Information

PURPOSE OF THE REPORT

To provide a summary of the experience and opportunity for staff from non-white races compared to those from white races.
Contribution to achievement of strategic objectives, identified risks and mitigating actions.

EXECUTIVE SUMMARY

To complement the Trust’s requirement to fulfil the Workforce Race Equality Standard, the Trust has created a parallel work stream looking at the experience and opportunity of people from white, non-UK backgrounds. This report summarises the Trust’s intended actions over the coming year.

Using the data submitted in the WNES Annual Report, the Trust has identified key areas of work and development for inclusion in an action plan.

COMMITTEES/SUBGROUP WHERE THIS ITEM HAS BEEN CONSIDERED

People and Performance Committee – 23/10/2020
Hospital Management Committee – 23/10/2020



Outstanding Health and Wellbeing



Outstanding People



Outstanding Patient Care



Outstanding Leadership



Outstanding Communications

RECOMMENDATIONS

1. Publish report

STRATEGIC GOALS THIS REPORT SUPPORTS *(Check all that apply)*

Delivering outstanding care and experience	<input type="checkbox"/>
Recruiting developing and retaining our workforce	<input checked="" type="checkbox"/>
Improving and developing our services and infrastructure	<input type="checkbox"/>
Working together with local health and social care providers	<input type="checkbox"/>
Delivering financial sustainability	<input type="checkbox"/>

STRATEGIC RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	Equality and Human Rights Commission Care Quality Commission
NHS Constitution Delivery	The NHS provides a comprehensive service, available to all The NHS is accountable to the public, communities and patients that it serves
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications *(Check all that apply)*

Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Additional comments</i>								

Red	Amber	Yellow	Green	Blue
Evidence in place demonstrates the action has not been/will not be met	Evidence demonstrates the action is/will be mostly met but not within timescales	Evidence demonstrates the action is/will be mostly met but not within timescales	Evidence demonstrates action implemented	Item completed and/or no further action.

ACTION PLAN LOG			
VERSION 1	OCTOBER 2020		

EQUALITY OBJECTIVE	SUB-OBJECTIVE	ACTION	LEAD	TARGET DATE	PROGRESS UPDATE AND RAG RATING
Improve awareness and understanding	Identify opportunities for representation at senior levels	Initiate Associate NED Programme	LT TG SH HZ	31/12/20	
	Create an atmosphere within the organisation that is supportive of nationality and culture	Develop consistent communications plan for WNES subjects linked to Good to Outstanding	EA SH	31/10/20	
		Highlight and positively promote events linked to the nationalities of staff	HZ EA SH	31/12/20	

		within the Trust via a Diversity Calendar.			
		Develop Allyship programme to support managers to better understand the needs of an inclusive workplace	SH	31/12/20	
		Develop Champions Programme	SH	30/11/20	
	Create Staff Network and evolve as necessary	Develop a network and determine preferred model of oversight	SH HZ	31/10/20	
		Identify and appoint key roles	SH HZ	31/12/20	
	Identify consistent model of reporting identified issues	Simplify and Automate EqIA system to cover wider range of uses.	SH	31/10/20	
		Add nationality as explicit and independent group within EqIA process.	SH	31/10/20	
		Using new MS Forms system, overhaul staff/public facing tool to draw down identified issues.	SH	31/12/20	

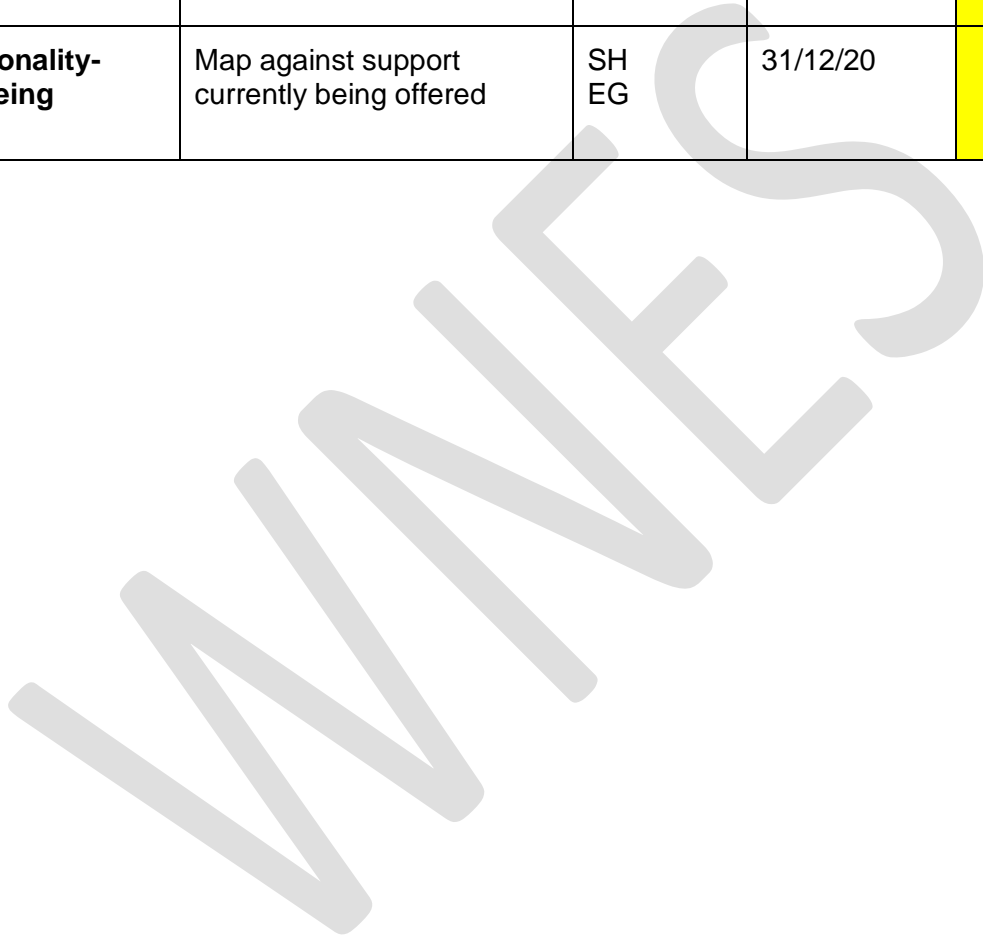
To build a diverse and inclusive leadership	Compassionate and Inclusive Leadership as part of People Plan	Develop Allyship programme to support managers to better understand the needs of an inclusive workplace	SH	31/12/20	
		Expand Reverse Mentoring Programme to include a wider group of managers as mentees and to include WNES cohort as mentors	SH HZ	31/12/20	
	Improve cultural knowledge of staff, managers and senior leaders	Develop Cultural Awareness Resources including: <ul style="list-style-type: none"> • Book • Intranet Site • Training 	HZ SH	31/03/21	
		Conduct HMC Development Event	SH LT HZ	30/11/20	
Sustain or Improve reporting rates	Identify all routes of data input	Map routes and opportunity for receiving and inputting data to ESR	DDL SH TP	31/03/21	
	Data validation exercise	Hold supernumerary data validation exercise (repeated annually for validation)	DDL	31/03/21	

	Improve Understanding of Data	Correlate WNES data to staff experience	SH	31/07/21	
Train staff and Managers	Allyship Programme	Design Programme for Senior Managers	SH	31/12/20	
		Design Programme for New Managers	SH	31/12/20	
		Design Programme for Staff	SH	31/12/20	
	Induction Process	Review standard induction programme post Covid-19 pandemic to meet compassionate and inclusive leadership demands of People Plan	BA	31/07/21	
		Review the Trust, Junior doctor and local inductions to meet compassionate and inclusive leadership demands of People Plan	BA MWL	31/07/21	
		Design bespoke manager induction processes to meet compassionate and inclusive leadership demands of People Plan	BA	31/07/21	

Improve career progression	Annual E&D data Regular review through recruitment process audits to establish areas for action and development	Implement system to continue to measure attendance by WNES cohort on Trust Leadership training programmes.	BA SH	31/07/21	
		Design links to talent management programmes	ADOD	31/07/21	
		Measure uptake of non-mandatory training among WNES cohort	BA	31/03/21	
		Develop support for WNES cohort to undertake non-mandatory training.	HZ SH BA	31/03/21	
		Develop model to support acceptance of comparable non-UK qualifications (not including clinical)	HRBP TP SH HZ	31/10/21	
		Support conversion of non-UK qualifications (not including clinical) to UK equivalent	HRBP TP SH HZ	31/10/21	
Improve recruitment and	Countering Bias	Widen Unconscious Bias training to include more staff	SH	31/07/21	

selection processes		Mandate Implicit Association Testing as part of induction	SH BA	31/12/20	
		Introduce mandatory diverse representation into recruitment panels	TP	31/12/20	
		Review of the Recruitment and Selection training programmes to include review of section on unconscious bias training.	TP	31/12/20	
		Introduce refresher training for recruiters which includes Implicit Association Testing and Unconscious Bias Training	SH TP	31/12/20	
		Undertake continuous audit of panellists to ensure diverse representation	SH TP	31/07/21	
		Deliver recruitment and selection training to specific WNES cohort to widen available recruiters.	SH TP HZ	31/07/21	
	Advice for managers on how to support and	Create information hub e.g. intranet portal	SH HZ	31/12/20	

Support managers and staff	manage people from different backgrounds	Introduce Cultural Ambassador's Programme	SH HZ	31/10/21	
Ensure fair treatment at work	Introduce nationality-specific wellbeing support	Map against support currently being offered	SH EG	31/12/20	



INITIAL	NAME	TOTLE/ROLE
LT	Louise Tibbert	Chief People Officer
KR	Kanchan Rege	Chief Medical Officer
SH	Simon Howard	Equality, Diversity and Inclusion Lead
DMc	Denise McMurray	Deputy Director of Workforce and OD
MW	Eleanor Anderson	EDI Coms Lead
BA	Brian Aird	Assistant Director of Learning and Development
DDL	David De Lisle	Senior Workforce Information Analyst
NE	Natasha Emery	Staff Side Chair
TP	Tracy Priestman	Resourcing Manager
HRA	n/a	Human Resources Advisors
HRBP	n/a	Human Resources Business Partners
EM	Emma Morley	HR Business Partner
ND	Nikki Davis	Widening Participation Officer
SME	n/a	Subject Matter Expert with training responsibility
EG	Ellie Green	OD Practitioner and Wellbeing Lead
HZ	Hyacinta Zozulakova	Linguistics and Interpretation Service Coordinator and WNES Lead
ADOD	n/a	Assistant Director for Organisational Development
MWL	n/a	Medical Workforce Lead