

## REPORT TO THE TRUST BOARD (PUBLIC)

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



## RECOMMENDATIONS

1. Publish report
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## 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"/>

## RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
none	

## OTHER IMPLICATIONS OF THE PAPER

<b>Legal/ Regulatory Relevance:</b>	Equality and Human Rights Commission Care Quality Commission
<b>NHS Constitution Delivery</b>	The NHS provides a comprehensive service, available to all The NHS is accountable to the public, communities and patients that it serves
<b>Freedom of Information Release</b>	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>								

<b>Red</b>	<b>Amber</b>	<b>Yellow</b>	<b>Green</b>	<b>Blue</b>
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.

<b>ACTION PLAN LOG</b>			
VERSION 1	OCTOBER 2020		

<b>EQUALITY OBJECTIVE</b>	<b>SUB-OBJECTIVE</b>	<b>ACTION</b>	<b>LEAD</b>	<b>TARGET DATE</b>	<b>PROGRESS UPDATE AND RAG RATING</b>
<b>Improve awareness and understanding</b>	<b>Identify opportunities for representation at senior levels</b>	Initiate Associate NED Programme	LT TG SH HZ	31/12/20	
	<b>Create an atmosphere within the organisation that is supportive of nationality and culture</b>	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 within the Trust via a Diversity Calendar.	HZ EA SH	31/12/20	Calendar under development.

		Develop Allyship programme to support managers to better understand the needs of an inclusive workplace	SH	31/12/20	Rollout as part of Effective Managers and independently.
		Develop Champions Programme	SH	30/11/20	Linked to allyship
	<b>Create Staff Network and evolve as necessary</b>	Develop a network and determine preferred model of oversight	SH HZ	31/10/20	
		Identify and appoint key roles	SH HZ	31/12/20	
	<b>Identify consistent model of reporting identified issues</b>	Simplify and Automate EqlA system to cover wider range of uses.	SH	31/10/20	
		Add nationality as explicit and independent group within EqlA process.	SH	31/10/20	
		Using new MS Forms system, overhaul staff/public facing tool to draw down identified issues.	SH	31/12/20	
<b>To build a diverse and</b>	<b>Compassionate and Inclusive Leadership as part of People Plan</b>	Develop Allyship programme to support managers to better	SH	31/12/20	Rollout as part of Effective Managers and independently.

<b>inclusive leadership</b>		understand the needs of an inclusive workplace			
		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	
	<b>Improve cultural knowledge of staff, managers and senior leaders</b>	Develop Cultural Awareness Resources including: <ul style="list-style-type: none"> <li>• Book</li> <li>• Intranet Site</li> <li>• Training</li> </ul>	HZ SH	31/03/21	
		Conduct HMC Development Event	SH LT HZ	30/11/20	
<b>Sustain or Improve reporting rates</b>	<b>Identify all routes of data input</b>	Map routes and opportunity for receiving and inputting data to ESR	DDL SH TP	31/03/21	
	<b>Data validation exercise</b>	Hold supernumerary data validation exercise (repeated annually for validation)	DDL	31/03/21	
	<b>Improve Understanding of Data</b>	Correlate WNES data to staff experience	SH	31/07/21	

<b>Train staff and Managers</b>	<b>Allyship Programme</b>	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	
	<b>Induction Process</b>	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	
	<b>Improve career progression</b>	<b>Annual E&amp;D data Regular review through recruitment process audits to establish areas</b>	Implement system to continue to measure attendance by WNES cohort on Trust Leadership training programmes.	BA SH	31/07/21

	<b>for action and development</b>	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	
<b>Improve recruitment and selection processes</b>	<b>Countering Bias</b>	Widen Unconscious Bias training to include more staff	SH	31/07/21	
		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	
<b>Support managers and staff</b>	<b>Advice for managers on how to support and manage people from different backgrounds</b>	Create information hub e.g. intranet portal	SH HZ	31/12/20	
		Introduce Cultural Ambassador's Programme	SH HZ	31/10/21	
<b>Ensure fair treatment at work</b>	<b>Introduce nationality-specific wellbeing support</b>	Map against support currently being offered	SH EG	31/12/20	



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