

Workforce Race Equality Standard (WRES) Action Plan 2019-20

Presented for:	Approval
Presented by:	Simon Howard – Equality, Diversity and Inclusion Lead
Scrutinised by:	Hospital Management Committee People and Performance Committee
Strategic goal:	Recruiting, developing and retaining our workforce
Date:	27th September 2019
Regulatory relevance:	Equality and Diversity 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
Equality and Diversity	This report reflects equality and diversity actions throughout
Freedom of Information Release	This report can be released under the Freedom of information Act 2000
Private Debate	This report is being considered in the private section of the Board due to Commercial Confidentiality.

Summary

The Trust is required under the NHS England Workforce Race Equality Standard to submit an annual online report. The report summarises the Trust's position in the previous financial year and provides a conclusion for the information.

Using the data submitted in the WRES Annual Report and actions from the previous year, the Trust is required to identify key areas of work and develop an action plan to resolve these areas.

Integrated Performance Report

Not required

Board Assurance Framework Context

Contribution to achievement of strategic objectives, identified risks and mitigating actions.

Key Points for Decision and Discussion

- Understanding of the Trust's work in relation to the Workforce Race Equality Standard with effect from 1st October 2019

Action required from the Board of Directors

- To read and approve the content of the action plan for publication on the Trust website.

The following papers make up this report

- Workforce Race Equality Standard (WRES) Action Plan

Simon Howard

Equality, Diversity and Inclusion Lead

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	SEPTEMBER 2019		

EQUALITY OBJECTIVE	SUB-OBJECTIVE	ACTION	LEAD	TARGET DATE	PROGRESS UPDATE AND RAG RATING
Improve awareness and understanding	Identify opportunities for representation at senior levels	Introduce active diversity recruitment as part of NED recruitment process	LT SH RH	31/03/20	Initial work carried out to design TNA of existing and future board members
		Develop associate scheme to enable broader range of NED candidates	LT RH	31/03/20	
	Create an atmosphere within the organisation that is supportive of race and culture	Highlight race and nationality related events	Divisional Leads Comms	Throughout Year	
	Develop staff networks	Create BAME staff network	SH Divisional Lead	31/10/19	

	Improve senior leadership knowledge	Review Reverse Mentoring scheme to identify improvements and expand	SH	February 2020	
	Identify consistent model of reporting identified issues	Expand EqIA system to cover wider range of uses.	SH	February 2020	
		Develop staff/public facing tool to draw down identified issues.	SH	April 2020	
	Staff Survey results and delivery of associated action plans	Plan to be developed to analyse the “gaps” described within the objective section of this action plan and questions for the survey devised in accordance	JC	30/04/20	Questions to be included within next training cohort to identify gaps and promote additional opportunities.
		Further analysis of areas and local action plans to be devised once more information is known and linked to gaining further understanding of the “gaps”	JC HRBPs SH	30/09/19	Identify measuring tool once WRES data for 2019 is complete.
		Run staff listening events with BME staff to understand this area further	SH JC HRBPs	Q4 18/19	Groups organised for ED and HR Week in May 2019 Events will design ongoing network structure. Listening events failed to provide feedback. Network development will be achieved through drop in sessions initially.

To build a diverse and inclusive leadership	Identify and expand mentoring schemes	Use Reverse mentoring outcomes to design direct mentoring scheme.	SH	April 2020	
	Use active diversity recruitment practices to identify senior staff	Identify existing field of study to develop internal strategy.	TP SH LT	April 2020	
Sustain or Improve reporting rates	Update Training Induction Process	Review demographic monitoring form and use vs ESR	DDL SH	December 2019	Demographic options reviewed 18/09/19 New form to be developed from data.
		Develop new standardised forms	SH	December 2019	
		Identify key points to improve data value (MPA, Recruitment, etc.)	SH	December 2019	
		Include data form as part of EDI update training	SH	April 2020	
		Include data validation as part of MPA process	JC	April 2020	

	Data validation exercise	Hold supernumerary data validation exercise	SH	December 2019	
Train staff and Managers	Managing Diversity Training	Review and refresh content of managing diversity training	SH EM	31/10/19	
		A review will be undertaken at the end of the second year to assess the impact the training has had as well as to identify any additional steps to reach during 2019/2020.	SH JC JW	31/12/20	Conducted from Sept 2018.
	Annual E&D data Induction Course evaluation	To analyse all participants going through induction training, comparing these numbers for collation with starters on the basis of BME groups.	BA HRBPs BP	31/12/19	Collect data via OLM and compare with ESR demographic data.
		Benchmark our induction programmes with those of other organisations	BA BP SH	31/12/19	Trust Induction is similar to other providers although some have developed Ambassadors who provide initial and ongoing support. Ambassador role to be investigated with lead taken by individual staff networks.

		Review the Trust, Junior doctor and local inductions to ensure the needs of our overseas recruits are accommodated and measured/evaluated for positive impact/improvement.	BA SH BP HRBPs	30/11/18	PDT contacted for detail to adopt the model of welcome and induction used by the overseas nursing team. Handbook/information pack for doctors who did not train in the UK including information such as <ul style="list-style-type: none"> • Bank accounts • Schools Local shops
		The strategy for Trust and local inductions and its links to BME staff needs to be included as an integral part of the overseas recruitment strategy	BA	31/12/18	All medical staff new to the Trust attend a mandatory induction course. A programme of educational activities for SAS/Trust Doctors is in place via D Vijayasankar including topics such as <ul style="list-style-type: none"> • Communicating & influencing NLP • Coping with workplace conflict Leadership training
Improve career progression	Annual E&D data Regular review through recruitment process audits to establish areas for action and development	Analyse attendance by BME staff on Trust Leadership training programmes.	JC	30/06/20	Data continually collected. Demographic monitoring available through comparison of attendees with ESR.
		Identify talent and fast track opportunity to move into senior leadership roles the tools to do so.	JC	30/06/20	Staff signposted to leadership programs as part of effective manager's training.
		If attendance by BME staff is low, identify ways in which the Trust can increase participation by	JC MW	Post Q4 Information	Broader comms plan to be developed and overseen by EDI Steering group.

		BME staff in the available training programmes	RD	circa 31/10/19	
		Through our recruitment review in 2018/2019 we will implement an interview assessment form that is transparent, including a scoring methodology which is reflective of the trust's values.	TP	31/03/19	Develop form and methodology
		By the end of 2018/2019 we aim to roll out the assessment form to all managers involved in the recruitment and selection process.	TP MW RD	31/03/19	Comms and training to be developed
Improve recruitment and selection processes	Countering Bias	Provide specific bias training	SH EM	October 2019	
		Increase uptake of Managing Diverse Workforce Training	JC SH	April 2020	
		Develop active bias countering during R&S process	SH TP	April 2020	

<p>Annual E&D data related to all recruitment</p> <p>Introduce KPIs to support BME staff in the recruitment & selection process</p>	<p>Through recruitment review of 18/19 grow an improved understanding of where the Trust is with the recruitment process in terms of KPIS & customer feedback, to include BME recruitment</p>	<p>TP</p>	<p>31/12/19</p>	<p>Trac system investigated to identify demographic data extraction points – 30/04/19</p> <p>Full identification of data points and plan for use to be developed.</p>
	<p>Review of the Recruitment and Selection training programmes to include review of section on unconscious bias training.</p>	<p>TP JC HRAs</p>	<p>31/10/18</p>	<p>Completed</p>
	<p>Undertake a detailed audit to see if all recruiting managers and those who sit on interview panels have attended the Trust recruitment and selection training</p>	<p>TP</p>	<p>31/12/19</p>	<p>Happening as part of the roll-out of the training</p> <p>Report by 31/12/19</p>
	<p>Identify those managers who may not have attended R&S training since unconscious bias content was included</p>	<p>TP</p>	<p>31/12/19</p>	<p>Happening as part of the roll-out of the training</p> <p>Report by 31/12/19</p>
	<p>Start to retrain those recruiting managers who have not attended any R&S training or may not have attended R&S training since unconscious bias content was included</p>	<p>TP HRAs HRBPs</p>	<p>31/12/19</p>	<p>Happening as part of the roll-out of the training</p> <p>Report by 31/12/19</p>

		Detailed analysis by Agenda for Change band into likelihood of BME staff being appointed, to show positive improvements	TP	31/12/19	Trac system implemented in November 2018. First year data to be reviewed December 2019.
Support managers and staff	Advice for managers on how to support and manage people from different backgrounds	Create information hub e.g. intranet portal	SH Comms	October 2019	
Ensure fair treatment at work	Levels reported and actions taken Results of local and national benchmarking on B&H	Plan to be developed to analyse the “gaps” described within the objective to form an action plan for evidence-based change	JW JC	30/04/20	Detailed plan based on action described
		Develop an integrated training plan which draws on current training delivered by the Trust’s to include including conflict management and resolution training.	JC BA SH	31/10/19	EDI Induction training includes dealing with Bullying and Harassment. Data to be collected over 6 month period from April 2019 to identify need for specific additional bullying and harassment training to be designed and where to deliver (induction/update or non-mandatory)
		Roll out of the training, using a targeted approach for those areas that are the highest priority based on existing data i.e. Datix, NSS hotspots.	JC BA	31/12/19	If required, design training, identify training capacity and trainer.

		The Trust will appoint 12 x Freedom to Speak up Champions to support the Trust Freedom to Speak up Guardians	SH LT JW	31/12/19	12 Trust Speak Up Champions have been appointed. New full-time FTSU Guardian being recruited.
		Full engagement and partnership working on plans and actions with staff side through the TPG forum. Engage with and use the x 12 'speak up champions'	JBa NE	31/12/18	Staff side attend the monthly EDI Steering Group meeting.
		A review will be undertaken at the end of the second year to assess the impact the training has had as well as to identify any additional steps to reach during 2019/2020 and 2020/2021	JC SH HRBPs TP	31/12/20	Review to take place by 31/12/20
	Quarterly monitoring of ER cases	Explore a refreshed communications campaign to all staff, service users and visitors to the Trust regarding the Trust's zero tolerance approach to bullying, harassment, abuse and violence	SH RD MW JW JC	31/05/20	Link to broader implementation of commitments made under Inclusion as Standard. Incorporate into IAS comms strategy Renewed focus on dignity at work throughout 2019/20 Refresh of G2O form March 2019
		To review the checks and balances contained within the policy and the feasibility	JW HRA	31/10/19	Revised review date to take place by 31 st October 2019

		of an added management filter before formal disciplinary proceedings commence	JBa		
		Undertake a detailed audit/cold case” review of all disciplinary cases in the last 12 months to identify trends and if needed address any issues/learning arising	JW HRA JBa	31/10/19	Revised review date to take place by 31 st October 2019
		Develop and deliver awareness training for HRBPS, HR Advisors and Staff Side partners, to include unconscious bias	SH	31/10/18	Training developed Sept 18, delivered to HR team from February 19.
	Fair to Refer	Develop strategy to identify disparity in referrals for fitness to practice among BME Doctors	SH KR	31/12/19	

INITIAL	NAME	TOTLE/ROLE
LT	Louise Tibbert	Director of Workforce and OD
KR	Kanchan Rege	Medical Director
SH	Simon Howard	Equality, Diversity and Inclusion Lead
JBa	Joanna Bainbridge	Deputy Director of Workforce and OD
JW	Jane Wells	HR Business Partner, Corporate Services
MW	Mandy Ward	Head of Communications
BA	Brian Aird	Assistant Director of Learning and Development
JC	Jo Catlin	Assistant Director of Organisational Development
DDL	David De Lisle	Senior Workforce Information Analyst
NE	Natasha Emery	Staff Side Chair
TP	Tracy Priestman	Resourcing Manager
BP	Barbara Petrie	Medical and Dental Education 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

