

Appendix 1

Workforce Race Equality Standard Action Plan 2022 – 2023

Green (G)	Yellow (Y)	Amber (A)	Red (R)		
Evidence demonstrates action implemented	Evidence demonstrates the action is mostly met and within timescales	Evidence demonstrates the action is mostly met but not within timescales	Evidence in place demonstrates the action has not been met		
<p>1. Workforce Data and Representation – Metrics 1 and Metric 9 Metrics 1: Percentage of BME staff in each of Bands 1-9 and VSM (including executive Board members) compared with the percentage of BME staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff. Metrics 9: Percentage difference between the organisations’ Board voting membership and its overall workforce.</p>					
Objectives	<ul style="list-style-type: none"> Improve BAME staff representation across senior levels of the organisation Reduce the gaps in experiences between white staff and BAME staff Value and promoting the voice of BAME Staff within decision-making. 				
What actions do we need to take and why?	<p>The WRES workforce data indicates that 27.35% of our workforce come from BAME background, however at middle to senior levels of the organisation BAME colleagues are disproportionately underrepresented (for both clinical and non-clinical roles). The focus of our actions with these actions are to review recruitment and selection processes to improve representation of BAME people on selections panels and help minimise bias from the selection process through best practice recommendations from the Kline review. The NHS People Plan emphasises the importance of BAME (and other protected groups) representation on decision-making committees and forums. The actions below will support this objective.</p>				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
1.1	Progress with the 18-month Transformational Reciprocal Mentoring programme for Senior leaders (Trust Board, Non-Execs, etc. – with Race as the initial focus– Disability will be the secondary focus.	HRD/Head of EDI	Dec 2023	<ul style="list-style-type: none"> Transformational Reciprocal mentoring positively impacting the entire organisation, by enabling leaders to engage on the topic of race equality and other protected characteristics. Senior and all Leaders who can confidently speak on key issues regarding inequalities and lived experiences. The programme will 	<p>Evaluation of Programme starting February 2023- 25.01.23</p> <p>EDI met with Evaluator 24.01.23</p> <p>TRMIP Programme Board met with Evaluator 08.02.23</p> <p>Discussions of a possible second cohort 08.02.23</p>

1. Workforce Data and Representation – Metrics 1 and Metric 9					
Metrics 1: Percentage of BME staff in each of Bands 1-9 and VSM (including executive Board members) compared with the percentage of BME staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff.					
Metrics 9: Percentage difference between the organisations’ Board voting membership and its overall workforce.					
Objectives	<ul style="list-style-type: none"> • Improve BAME staff representation across senior levels of the organisation • Reduce the gaps in experiences between white staff and BAME staff • Value and promoting the voice of BAME Staff within decision-making. 				
What actions do we need to take and why?	<p>The WRES workforce data indicates that 27.35% of our workforce come from BAME background, however at middle to senior levels of the organisation BAME colleagues are disproportionately underrepresented (for both clinical and non-clinical roles). The focus of our actions with these actions are to review recruitment and selection processes to improve representation of BAME people on selections panels and help minimise bias from the selection process through best practice recommendations from the Kline review. The NHS People Plan emphasises the importance of BAME (and other protected groups) representation on decision-making committees and forums. The actions below will support this objective.</p>				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
				<p>target senior leaders’ middle managers and those with lived experience.</p> <ul style="list-style-type: none"> • Participants to develop and implement a Service Improvement project. <p>NOTE: Brought forward as 18-month Programme</p>	
1.2	<p>6 monthly WRES report on the workforce data by race on:</p> <ul style="list-style-type: none"> • Applications/ Shortlisting/ Recruitment • Promotion/career progression/ • Secondment • Employee relations case work • Access to training & development (non- 	Head of EDI/HRD/Head of Workforce Information	May 2023	<ul style="list-style-type: none"> • Workforce EDI data is routinely reviewed, and appropriate actions undertaken. • Career progressions data improves for BAME staff. <p>The data provided will be broken down as: BAME in comparison to white and then by the following categories:</p>	<p>The recruitment system has not allowed the Trust to report by demographics, this would need to be done manually, however Lynn Roberts, has been collecting qualitative data through 1-1’s, questionnaires, who have been through the process, including the panel members. This should change with the new recruitment system. 01.02.23.</p> <p>Discussed at BAME meeting.</p>

1. Workforce Data and Representation – Metrics 1 and Metric 9					
Metrics 1: Percentage of BME staff in each of Bands 1-9 and VSM (including executive Board members) compared with the percentage of BME staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff.					
Metrics 9: Percentage difference between the organisations' Board voting membership and its overall workforce.					
Objectives	<ul style="list-style-type: none"> Improve BAME staff representation across senior levels of the organisation Reduce the gaps in experiences between white staff and BAME staff Value and promoting the voice of BAME Staff within decision-making. 				
What actions do we need to take and why?	<p>The WRES workforce data indicates that 27.35% of our workforce come from BAME background, however at middle to senior levels of the organisation BAME colleagues are disproportionately underrepresented (for both clinical and non-clinical roles). The focus of our actions with these actions are to review recruitment and selection processes to improve representation of BAME people on selections panels and help minimise bias from the selection process through best practice recommendations from the Kline review. The NHS People Plan emphasises the importance of BAME (and other protected groups) representation on decision-making committees and forums. The actions below will support this objective.</p>				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
	Mandatory) <ul style="list-style-type: none"> Exit Interviews/Turnover Sickness (short term and long-term data) Fairer recruitment (no more tick boxes etc.) implemented. Noting actions for improvement.			<ul style="list-style-type: none"> - Black - Asian - Mixed - Other - White Helps inform objective 1.3	
1.3	Ensure that the Trust takes positive action for the appointment of Executive and Non- Executive Director posts and encourages applications from as diverse pool of talent as possible to demonstrate the Trust's commitment to diversity and inclusion. Spot check that 80% of all interview	Trust Board Chair/ CEO /HRD	Sep 2023	<ul style="list-style-type: none"> Increased numbers of BAME candidates for senior positions. Develop and nurture staff to enhance their readiness to apply for new positions. 	Lynn Roberts spot checking interviews – 25.01.2023. CEO, COO, interviews, using Alumni (recruitment agency) to seek out diverse candidates. Using the System EDI Network to distribute Adverts. Frame the adverts differently using Diversity by design. Deputy Chief Nurse, role recruited through Diversity by design.

1. Workforce Data and Representation – Metrics 1 and Metric 9					
Metrics 1: Percentage of BME staff in each of Bands 1-9 and VSM (including executive Board members) compared with the percentage of BME staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff.					
Metrics 9: Percentage difference between the organisations' Board voting membership and its overall workforce.					
Objectives	<ul style="list-style-type: none"> • Improve BAME staff representation across senior levels of the organisation • Reduce the gaps in experiences between white staff and BAME staff • Value and promoting the voice of BAME Staff within decision-making. 				
What actions do we need to take and why?	<p>The WRES workforce data indicates that 27.35% of our workforce come from BAME background, however at middle to senior levels of the organisation BAME colleagues are disproportionately underrepresented (for both clinical and non-clinical roles). The focus of our actions with these actions are to review recruitment and selection processes to improve representation of BAME people on selections panels and help minimise bias from the selection process through best practice recommendations from the Kline review. The NHS People Plan emphasises the importance of BAME (and other protected groups) representation on decision-making committees and forums. The actions below will support this objective.</p>				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
	panels have BAME representation.				

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4					
Metrics 2: Relative likelihood of BME staff compared to white staff being appointed from shortlisting across all posts.					
Metrics 3: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.					
This Metric will be based on data from a two-year rolling average of the current year and the previous year.					
Metrics 4: Relative likelihood of staff accessing non-mandatory training and CPD.					
Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff Support managers to understand structural and individual acts of racism and develop cultural intelligence programmes 				
What actions do we need to take and why?	Our WRES data indicates that further work must be undertaken to improve the data collection and analysis of HR interventions and Learning and Development opportunities in terms of race. The actions below are focused on raising awareness of WRES data and adopting a highly recommended RCN Cultural Ambassador programme to help close the gap for our BAME Staff in their experience of the workplace.				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
2.1	Generate and analyse training reports for staff that access non-mandatory training (including the introduction of apprenticeships) by tri-angulating data with ESR records.	Learning and Development Manager	April 2023	<ul style="list-style-type: none"> Non-mandatory development opportunities are recorded aiding the Trust's reporting against Metric 4. 	<p>Discuss with the TRMI participants the demographics on the analysis they received.</p> <p>Learning and development data, which shows the breakdown of demographics for those who are doing apprenticeships at RPH, shows a great breakdown of Women to men ratio, with a small percentage of BAME staff.</p>
2.2	Embed the RCN Cultural Ambassadors (CA) Programme for disciplinary and grievance cases relating to a member of staff from a BAME background to reduce likelihood of unconscious bias and ensure all decisions are fair and equitable. <ul style="list-style-type: none"> Create a framework or 	Head of EDI/Head of Employee Relations/HR and OD	June 2023	<ul style="list-style-type: none"> Regular reports on progress taken to EDI Steering committee Cohort of BAME Staff trained and supporting disciplinary investigations. CA participants championing EDI and actively involved within the Trust activities. CA's to sit on Band 8A interview 	<p>Framework created September 2022.</p> <p>Framework approved JSC Jan 2023- 25.01.2023</p> <p>CA Governance Structure created approved at February JSC.</p>

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4 Metrics 2: Relative likelihood of BME staff compared to white staff being appointed from shortlisting across all posts. Metrics 3: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This Metric will be based on data from a two-year rolling average of the current year and the previous year. Metrics 4: Relative likelihood of staff accessing non-mandatory training and CPD.					
	policy around CA's role in the Trust.			panels.	Comms strategy for March 2023.
2.3	Undertake annual analysis of all disciplinary data to identify any trends or issues in relation to race.	Head of Employee relations/Head of EDI	June 2023	<ul style="list-style-type: none"> Identify learning lessons from CA programme and have actions to address the identified gaps. 	As the programme has not been utilised there is no data to collect.
2.4	<p>Provide divisions and directorates with WRES data for their workforce.</p> <p>EDI becomes a standing item on the Directorates Business Meetings- Staff Survey, pulse survey, WRES, WDES, Gender Pay Gap, and planned delivery of identified actions that Directorates need to undertake to improve their staff experience.</p> <p>Violence and Aggression policy Review. Focused work around racism and discrimination to be a theme throughout the policy.</p>	Divisions/Execs/VSM's	April 2023	<ul style="list-style-type: none"> Embed EDI as BAU Promoting and encouraging visible representation of BAME staff in communication activity and in forums such as Board meetings/committee meetings etc. Staff to feel safe at work Staff know how to report racist abuse and violence and are encouraged to do so. Staff receive appropriate support following abuse and violence. Communication and training plan for line managers and staff on the revised violence and 	<p>Started a working group on Violence and Aggression. Finance, Pharmacy and AHP's have EDI steering groups which look at Inclusion and work to create a more inclusive workplace.</p> <p>Finance Team EDI session to take place in Feb-May on Bias, microaggression, case studies on racism or discrimination.</p>

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4 Metrics 2: Relative likelihood of BME staff compared to white staff being appointed from shortlisting across all posts. Metrics 3: Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This Metric will be based on data from a two-year rolling average of the current year and the previous year. Metrics 4: Relative likelihood of staff accessing non-mandatory training and CPD.					
				aggression policy. <ul style="list-style-type: none"> • Patient/Public facing communication plan to be developed. 	
3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8 Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months. Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. Metrics 7: Percentage believing that Trust provides equal opportunities for career progression or promotion. Metrics 8: In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues.					
Objectives	<ul style="list-style-type: none"> • Reduce the gaps in experience between white staff and BAME staff. 				
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement.				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
3.1	Support the BAME Network to: <ul style="list-style-type: none"> • Host four listening events. – 	Head of EDI/Network Chairs	Strategy Dec 2022	<ul style="list-style-type: none"> • BAME Network Strategy to be added to the Staff Networks Strategy 	National Inclusion week. Sep 2022 BHM x 2 virtual event Oct 2022 BHM Book stall Oct 2022 Divali Oct 2022

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8					
<p>Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months.</p> <p>Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.</p> <p>Metrics 7: Percentage believing that Trust provides equal opportunities for career progression or promotion.</p> <p>Metrics 8: In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues.</p>					
Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 				
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement.				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
	<p>Launch of new Trust values, Black History Month etc.</p> <ul style="list-style-type: none"> Develop a Strategy Promote the work of the Network. 		April 2023	<ul style="list-style-type: none"> BAME and non-BAME staff participating in organised initiatives. A clear programme of cultural and diversity events shared across the organisation. Continued development of Network Chairs. 	Strategy completed and awaiting review Dec 2022- 25.01.2023

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8					
<p>Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months.</p> <p>Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.</p> <p>Metrics 7: Percentage believing that Trust provides equal opportunities for career progression or promotion.</p> <p>Metrics 8: In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues.</p>					
Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 				
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement.				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
3.2	<p>Develop a coaching and mentoring register for BAME Staff – each Division to identify BAME colleagues (extended to other underrepresented groups – young people and disabled staff)</p> <p>Supporting Overseas Trained Nurses towards getting their PIN and qualifying as a nurse.</p>	Learning and Development Manager	March 2023	<ul style="list-style-type: none"> The Trust is able to provide a formal structure to facilitate BAME staff career development. Each division to identify at least 5 BAME colleagues to access coaching or mentoring to develop their careers Coaches / mentors are identified for BAME colleagues to support career development. 	<p>Email sent to the Directors and clinical education 25.01.2023 to discuss the representation of clinical coaches.</p> <p>Career coaching offer through the Trust Career coach see evidence folder Newsbite advertising Offer of targeted mentoring and coaching to BAME staff on the Reciprocal Mentoring coaching from NHSE. See evidence folder</p>

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8					
<p>Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months.</p> <p>Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.</p> <p>Metrics 7: Percentage believing that Trust provides equal opportunities for career progression or promotion.</p> <p>Metrics 8: In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues.</p>					
Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 				
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement.				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
3.3	<p>Reduce the number of BAME staff experiencing B&H from staff, managers, team leaders or other colleagues – identify actions to be undertaken working with the Freedom to Speak Up Guardian (F2SU)</p> <ul style="list-style-type: none"> Training workshops around micro aggression, incivility, active allyship. Values and behaviours training at staff induction Cultural Intelligence training for line managers. 	Head Of Employee Relations /Head of EDI/Learning and development	Ongoing	<ul style="list-style-type: none"> Staff Survey and WRES data for this indicator improves. Pulse Survey data improves. Line managers and staff having more sensitivity on their impact on others. 	<p>Training dates attached below for Micro-aggression and incivility.</p> <p>Sep 2nd 2022 am Sep 13th 2022 am and pm Sep 16th 2022 am Sep 19th 2022 am Sep 20th 2022 am and pm Sep 22nd 2022 am October 13th am and pm</p> <p>Future dates for micro aggression and incivility commence May 2023.</p> <p>Cultural Intelligence System working training to commence 2023</p> <p>Values and behaviours Training – dates for Sep 22-Feb 23 attached to evidence folder.</p>

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8					
<p>Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months.</p> <p>Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.</p> <p>Metrics 7: Percentage believing that Trust provides equal opportunities for career progression or promotion.</p> <p>Metrics 8: In the last 12 months have you personally experienced discrimination at work from any of the following Manager/team leader or other colleagues.</p>					
Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 				
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement.				
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes	Rag Rating
3.4	Actively encourage participation of BAME staff in NHS Leadership Academy development programmes e.g., Stepping Up, Ready Now programmes etc.	Learning and Development Manager	June 2023	<ul style="list-style-type: none"> BAME Staff uptake of non-Mandatory training programmes increases. BAME Staff are actively encouraged to seek development opportunities and positive stories captured from their participation. Increase % of delegates accessing non-Mandatory training from BAME backgrounds – annually. 	<p>As of 25.01.2023, there were no National or Regional Ready Now and Stepping Up Programme Running.</p> <p>Emails sent to the Networks around all other Programme run by NHSE, also Newsbites.</p>

Action plan history log	Date
Initial draft – OPR Head of EDI	18.07.2022
Update-OPR and CN Deputy Chair BAME Network	23.07.2022
Update-OM Director of HR and OD	26.07.2022
Update- OPR and CC non-Exec and Sponsor for BAME Network	28.07.2022
Updated- OM Director of HR and OD and OPR Head of EDI	10.08.2022
Updated- OPR Head of EDI	25.01.2023
Updated- OPR Head of EDI and BAME Network	01.03.2023