

## Appendix 1

### Workforce Race Equality Standard Action Plan 2022 – 2023

Green (G)	Yellow (Y)	Amber (A)				
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
<b>1. Workforce Data and Representation – Metrics 1 and Metric 9</b> <b>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.</b> <b>Metrics 9: Percentage difference between the organisations' Board voting membership and its overall workforce.</b>						
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Improve BAME staff representation across senior levels of the organisation</li> <li>Reduce the gaps in experiences between white staff and BAME staff</li> <li>Value and promoting the voice of BAME Staff within decision-making.</li> </ul>					
<b>What actions do we need to take and why?</b>	<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>					
<b>Reference</b>	<b>Action to be taken</b>	<b>Responsible owner(s)</b>	<b>Completion date</b>	<b>Outcomes</b>	<b>Rag Rating</b>	
<b>1.1</b>	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"> <li>Transformational Reciprocal mentoring positively impacting the entire organisation, by enabling leaders to engage on the topic of race equality and other protected characteristics.</li> <li>Senior and all Leaders who can confidently speak on key issues regarding inequalities and lived experiences. The programme will</li> </ul>		

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				<p>target senior leaders' middle managers and those with lived experience.</p> <ul style="list-style-type: none"> <li>Participants to develop and implement a Service Improvement project.</li> </ul> <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"> <li>Applications/ Shortlisting/ Recruitment</li> <li>Promotion/career progression/</li> <li>Secondment</li> <li>Employee relations case work</li> <li>Access to training &amp; development (non-</li> </ul>	Head of EDI/HRD/Head of Workforce Information	May 2023	<ul style="list-style-type: none"> <li>Workforce EDI data is routinely reviewed, and appropriate actions undertaken.</li> <li>Career progressions data improves for BAME staff.</li> </ul> <p>The data provided will be broken down as: BAME in comparison to white and then by the following categories:</p>	

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	Mandatory) <ul style="list-style-type: none"> <li>• Exit Interviews/Turnover</li> <li>• Sickness (short term and long-term data)</li> <li>• Fairer recruitment (no more tick boxes etc.) implemented.</li> </ul> Noting actions for improvement.			<ul style="list-style-type: none"> <li>- Black</li> <li>- Asian</li> <li>- Mixed</li> <li>- Other</li> <li>- White</li> </ul> Helps inform objective 1.3	
<b>1.3</b>	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"> <li>• Increased numbers of BAME candidates for senior positions.</li> <li>• Develop and nurture staff to enhance their readiness to apply for new positions.</li> </ul>	

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	panels have BAME representation.				

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4					
<p><b>Metrics 2:</b> Relative likelihood of BME staff compared to white staff being appointed from shortlisting across all posts.</p> <p><b>Metrics 3:</b> 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.</p> <p><b>Metrics 4:</b> Relative likelihood of staff accessing non-mandatory training and CPD.</p>					
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Reduce the gaps in experience between white staff and BAME staff</li> <li>Support managers to understand structural and individual acts of racism and develop cultural intelligence programmes</li> </ul>				
<b>What actions do we need to take and why?</b>	<p>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.</p>				
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"> <li>Non-mandatory development opportunities are recorded aiding the Trust's reporting against Metric 4.</li> </ul>	
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"> <li>Create a framework or policy around CA's role in</li> </ul>	Head of EDI/Head of Employee Relations/HR and OD	June 2023	<ul style="list-style-type: none"> <li>Regular reports on progress taken to EDI Steering committee</li> <li>Cohort of BAME Staff trained and supporting disciplinary investigations.</li> <li>CA participants championing EDI and actively involved within the Trust activities.</li> <li>CA's to sit on Band 8A interview panels.</li> </ul>	

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	the Trust.				
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"> <li>Identify learning lessons from CA programme and have actions to address the identified gaps.</li> </ul>	
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"> <li>Embed EDI as BAU</li> <li>Promoting and encouraging visible representation of BAME staff in communication activity and in forums such as Board meetings/committee meetings etc.</li> <li>Staff to feel safe at work</li> <li>Staff know how to report racist abuse and violence and are encouraged to do so.</li> <li>Staff receive appropriate support following abuse and violence.</li> <li>Communication and training plan for line managers and staff on the revised violence and aggression policy.</li> </ul>	

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				<ul style="list-style-type: none"> <li>• Patient/Public facing communication plan to be developed.</li> </ul>	

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8					
<p><b>Metrics 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months.</b></p> <p><b>Metrics 6: Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.</b></p> <p><b>Metrics 7: Percentage believing that Trust provides equal opportunities for career progression or promotion.</b></p> <p><b>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.</b></p>					
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Reduce the gaps in experience between white staff and BAME staff.</li> </ul>				
<b>What actions do we need to take and why?</b>	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"> <li>Host four listening events. – Launch of new Trust values, Black History Month etc.</li> <li>Develop a Strategy</li> <li>Promote the work of the Network.</li> </ul>	Head of EDI/Network Chairs	Strategy Dec 2022  April 2023	<ul style="list-style-type: none"> <li>BAME Network Strategy to be added to the Staff Networks Strategy</li> <li>BAME and non-BAME staff participating in organised initiatives.</li> <li>A clear programme of cultural and diversity events shared across the organisation.</li> <li>Continued development of Network Chairs.</li> </ul>	



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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"> <li>The Trust is able to provide a formal structure to facilitate BAME staff career development.</li> <li>Each division to identify at least 5 BAME colleagues to access coaching or mentoring to develop their careers</li> <li>Coaches / mentors are identified for BAME colleagues to support career development.</li> </ul>	

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3.3	<p>Reduce the number of BAME staff experiencing B&amp;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"> <li>Training workshops around micro aggression, incivility, active allyship.</li> <li>Values and behaviours training at staff induction</li> <li>Cultural Intelligence training for line managers.</li> </ul>	Head Of Employee Relations /Head of EDI/Learning and development	Ongoing	<ul style="list-style-type: none"> <li>Staff Survey and WRES data for this indicator improves.</li> <li>Pulse Survey data improves.</li> <li>Line managers and staff having more sensitivity on their impact on others.</li> </ul>	

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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"> <li>BAME Staff uptake of non-Mandatory training programmes increases.</li> <li>BAME Staff are actively encouraged to seek development opportunities and positive stories captured from their participation.</li> <li>Increase % of delegates accessing non-Mandatory training from BAME backgrounds – annually.</li> </ul>	

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

