**Workforce Race Equality Standard Action plan 2023**

This document highlights the actions working towards WRES metrics which have been approved at Trust Board on 31st October 2023.

Each action has a lead, timescales and intended outcome and actions alongside progress tracker.

Progress Key

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| On Track |
| Slippage Likely |
| Critical |

**Kay Action Area – Representative Workforce and Recruitment**

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| Metric | Current Actions | Update | Intended Outcome / Actions | Lead | Timescales | Progress |
| To increase the % of BME staff in each of the AfC bands 1-9 and VSM *(inc Executive Board members)* to reflect the % in the local population. | International nurse recruitment, medical fellowship programme and other staff groups. | The Trust continues to recruit nurses and medical staff from overseas through a planned monthly cohort delivery until March 2024. So far, the Trust has recruited over 80 INR nurses with a further 30 in future cohort delivery. Retention of these nurses is over 95% and some have already been successful in promotion within wards-based roles.  Pastoral support offer has been expanded to accommodate our expanding international nurse numbers with a doubling of pastoral roles and a further clinical support role to assist in ongoing pastoral/clinical support on the wards. | Intention was to reduce our inpatient vacancies, and this has been achieved.  as a biproduct our BME workforce in clinical areas have increased.  The Trust intends to monitor our turnover rates to IN experience to identity areas of improvement and learning. | HR (RB) | Ongoing during 23/24 |  |
| To increase the % of BME staff in each of the AfC bands 1-9 and VSM *(inc Executive Board members)* to reflect the % in the local population. | Touchstone Recruitment Support project. | This project is funded by the former Health Education England now NHS England and is a pilot partnership project between the Mental Health Learning Disabilities and Autism (MHLDA) Collaborative and Touchstone, focused on,   * reducing barriers and increasing awareness of jobs to under-represented groups * increasing diversity in the workforce * supporting Trusts to be local anchor institutions, recruiting locally, and supporting a reduction in health inequalities * engaging with a wider audience * supporting Trusts to have a more inclusive and diverse culture. | Review the annual report from touchstone which will provide an update on the project and present recommendations.  These recommendations will be aligned with other project work across the People Directorate (PD) in relation to inclusive recruitment to ensure collaboration and learning. | Recruitment Group / People Experience (PX) team | Ongoing during 23/24 |  |
| To increase the % of BME staff in each of the AfC bands 1-9 and VSM *(inc Executive Board members)* to reflect the % in the local population. | Sustainability/Anchor organisations | In July 2022 the Trust agreed a social value and sustainability strategy including commitments to engage with local anchor networks to increase opportunities for local recruitment in deprived areas to reduce inequalities with a focus on areas with high numbers of people from different ethnic backgrounds  This work will be supported by the Trust having adjusted our maths and English qualification requirement to entry level 3. | Increase applications from BME candidates.  Review and evaluate the impact to see if more candidates have applied | PD (LJ & RB) | 3-year project up to 2025 |  |
| To increase the % of BME staff in each of the AfC bands 1-9 and VSM *(inc Executive Board members)* to reflect the % in the local population. | Recruiting from the Trust bank staff into the substantive workforce | The Trust is continuing to actively encourage bank staff to consider moving into vacant posts in the substantive workforce following an informal interview rather than a full application process. | Collaboration between People Experience and Recruitment team to review current process and outcome.  Following review, map out improvement plan, which is drawn up with the principals of co-create, co-produce and co-design. This therefore will include engagement plans with bank staff. | PD (C. Hill) / PX team. | Ongoing during 23/24 |  |
| To increase the % of BME staff in each of the AfC bands 1-9 and VSM *(inc Executive Board members)* to reflect the % in the local population. | Review if there are key areas where there is under representation, e.g., corporate services bands 5 to 7 and key clinical jobs. | The Trusts Recruitment Review Group including key stakeholders across the Trust to review areas of under-representation of BME staff across the Trust in all areas e.g., corporate/clinical. | Gain an understanding of workforce profile by race and map out if this is representative of the community.  Identify areas of improvement and draw up an action plan to address this. | Recruitment Group & RB | Q4 23/24 |  |
| To ensure that the relative likelihood of BME staff being appointed from shortlisting across all posts is the same as that of white staff | Review recruitment process. Look at including BME representative on all key appointments include 8a and above. | The Trust ensures BME representation on senior level recruitment (8a and above) through both interview panel representation and/or stakeholder group events as part of the interview process.  We are widening the representation of BME availability staff and will be delivering staff interview training. As a Trust we encourage all interview panels involve BME representation regardless of band/role being appointed. | We will define our approach in representative panels in the recruitment process.  Review our current pool of representatives and drawn up plans to increase this.  Ensure recruitment training is completed by all representative and newly recruitment representatives.  Collate feedback from candidates and recruitment panel as part of an evaluation process to capture leaning and identify potential arears of improvement. | Recruitment Group & RB | Ongoing during 23/24 |  |

**Kay Action Area– Representative Leadership at all Levels**

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| Metric | Actions | Update | Intended Outcome | Lead | Timescales | Progress |
| To ensure that the relative likelihood of BME staff accessing non-mandatory training and CPD is the same as that of white staff. | Full review to understand why colleagues do or do not access learning, to find out how learning is accessed and the barriers to doing this, and what learning resources are available and their relevance, quality and impact. | An extensive review of our leadership and management development resources for all colleagues is being conducted by our Leadership & Management Development Lead.  This will consider the views of key stakeholders including Diversity Inclusion and Belonging Lead, OD and L&D Leads as well as insights generated from Inclusive Leadership Culture Programme (ILCP), Appreciative Inquiry workshops, staff survey and focus groups | Appropriately tailored communications and learning resources to support BME staff development.  Priority places for colleagues from under-represented groups where programmes are fully or over-subscribed.  Support for line managers to increase focus on development and access to learning resources of BME workforce. | PD/NF/NB | During Q4 23/ Q1 24 |  |
| To increase the numbers of BME staff believing the Trust provides equal opportunities for career progression or promotion. | Inclusive Leadership Culture Programme | An external provider is working alongside the People Directorate to facilitate a collaborative discovery and action planning exercise focussing on inclusive leadership and culture. We aim to understand current state and identify opportunities for improvement which will help strengthen and grow inclusive leadership and culture.  The programme is currently in phase one, discovery and output. | Following completion of phase 2 the recommendation report will identify best practice approach to measure progress on the trust journey towards inclusive culture.  Recommendations will help shape and inform the Trust on its leadership and training offers for staff | PD/OD | Q3 with recommendations in Q4 23/24 |  |
| To increase the numbers of BME staff believing the Trust provides equal opportunities for career progression or promotion. | Review the approach to performance and talent development, and how this aligns to our appraisal process and career development frameworks.  Consider the current effectiveness and make recommendations to support the Trust’s Great Place to Work strategy. | The Trust has continued to develop its Coaching & Mentoring (C&M) Framework. Our Head of People Experience is now the lead of coaching and mentoring and will be conducting a full review of this framework with the Leadership & Management Development Lead.  This review will evaluate existing programmes including 360 feedback, peer coaching, executive coaching programmes and medical mentoring, and will also consider new options such as reciprocal mentoring, career planning and development coaching and peer support mentoring.  The Trust continues to develop its offer for aspiring and newly appointed managers, and for leaders at all levels seeking to become more effective.   This work includes defining the behaviours and capabilities required to lead in a way that is compassionate, inclusive and aligned to our core values and golden threads. | Co-produce coaching and mentoring framework for BME staff.  Coaching and mentoring framework to include offer for staff from under-represented groups.  Support for line managers to promote the Trust’s talent management of BME workforce. | NF/NB | Q4 23/ Q1 24 |  |
| To ensure that the relative likelihood of BME staff accessing non-mandatory training and CPD is the same as that of white staff.  And  To increase the numbers of BME staff believing the Trust provides equal opportunities for career progression or promotion. | Flair project | This project will look at harnessing Trust data to drive racial equality by using 4 key metrics: awareness, inclusion, behaviours, and diversity. The Trust is considering expanding the project to include other protected characteristic groups.  Flair survey was first conducted in April 2023 with a commitment to undertake a further 2 surveys up to 2025. The results are being reviewed and an infographic is being produced to share the key finding, actions and ongoing recommendations with staff.  The survey results will also be key information to use as part of our ongoing development of our EDI / belonging and inclusion strategy work which will strengthen the trust GPTW strategy | Recommendations following survey results are being mapped out against existing Trust processes and identify areas of improvement and developing these actions with stakeholders across the Trust.  Mapping work on round two of flair survey in 2024. | DP/HR | Ongoing till 2025 |  |
|  | Enhanced Equality, Diversity Inclusion and health inequalities training delivery. | Development of Enhanced E D I and Health Inequalities Training delivery due to commence in September 2023 with a roll out plan for all Line Managers | All line managers to have completed Enhanced ED&I training by Q3 2024. | ZM | Ongoing |  |
| To have a Trust Board whose BME voting membership reflects its overall BME workforce | Clear board succession plans | Continue to engage in the Non-Executive Gateway Programme | Ensure when any recruitment takes place that we advertise as wide as possible to attract diverse candidates |  |  |  |

**Kay Action Area – Bullying and Harassment (including All of You Race Forward)**

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| Metric | Actions | Update | Intended Outcome | Lead | Timescales | Progress |
| To reduce the numbers of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months | ALL of You Race Forward network focusing on embedding a zero-tolerance approach regarding harassment and bullying from service users, carers and visitors. Reciprocal mentoring is also offered to network members. | Group led by Chief Nurse, Quality and Professions, with more clinical involvement/engagement and data to understand all the issues.  The Network has a focus lens on B&H cases on staff from SU and discuss ways to map out workstreams to address and reduce these. As a result, task and finish groups are created to lead on actions and a monthly work program is created to track progress.  Reciprocal mentoring is offered to all groups members to ensure all voices are heard. | To work toward a zero-tolerance approach to B&H.  Benchmark and learn from other Trust systems and process to zero tolerance approach.  Whilst the focus of All of You Race Forward network is to reduce B&H cases on staff from SU and carers, it’s expected that this will have a ripple effect in reducing the number of cases of B&H on BME staff from other staff and managers. | CN/CPO | Ongoing |  |
| To reduce the numbers of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months | Appointment of Equity Guardians to support staff throughout the Trust who are experiencing racial bullying and harassment from service users and carers. | The Trust continues to work on embedding Equity Guardians Trust wide. Currently we are mapping our Equity Guardian Champion roles. This role will help to support senior Equity Guardians and widening access of all staff across all Care Groups and services.  People Experience team will review a development plan to support EG to thrive in their role. | Support staff who are victim of B&H and support managers in the management of cases in line with policies and procedures.  Draw up a comms plans to market the EG offer across the Trust.  Review interventions by EG to identify any hot spots and areas and trends to map out improvements where needed and a line this intel with other stakeholders such as race forward group. | PD/IH | Q3/Q4 23 / Q1 24 |  |
| To reduce the numbers of BME staff experiencing harassment, bullying or abuse from staff in the last 12  and  To reduce the numbers of BME staff who have personally experienced discrimination at work from manager/ team leader or other colleagues in the last 12 months. | Preventing Harassment and Bullying Framework to include communications programme on racially motivated B&H. | New Policy due to be signed off in Q3. An implementation plan is being developed to support the culture change and new ways of working and is also part of the Trust’s Great Place to work priority programme. The revised policy includes an enhancement which introduces bystanders training and restorative practice. | See a reduction in B&H cases from BME staff from other staff and management.  Reduce number of overall B&H cases with the implementation of just and learning principles. | PD & Staff side (DT) | Q3/Q4 |  |

**Kay Action Area –Formal Disciplinary**

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| Metric | Actions | Update | Intended Outcome | Lead | Timescales | Progress |
| To ensure that the relative likelihood of BME staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation is the same as that of white staff | To continue to monitor numbers of cases by BME groups | Numbers and information by ethnic and other protected characteristics reported to Operational Management Group on a regular basis | To identify any potential bias | DT/JM | Ongoing |  |