Workforce Race Equality Standard

Action Plan 2020 – 2021

The Workforce Race Equality Standard (WRES) is a workforce standard mandated by NHS England & NHS Improvement. All NHS Trusts and organisations are required to collect and analyse data across a series of metrics to help to improve the workplace experiences of Black, Asian and Minority ethnic (BAME) staff across the NHS. There are nine WRES metrics:

- Two focus on workforce data and representation.
- Four are based on questions from the NHS Staff Survey
- Three based on workforce data from HR interventions.

Further to the WRES data submitted on the 31st August 2020, this action plan provides further evidence of compliance with our regulatory requirements and ESNEFT's commitment to improve race equality within its workforce. This document should be read in conjunction with our published WRES data submission (2020). It is evident from the data there is a need for ESNEFT to work towards improving the experiences of Black, Asian and minority ethnic (BAME) staff members with a focus on career progression and representation across senior levels of the organisation. The overriding principle of the WRES Action Plan 2020 is to support ESNEFT to develop into an anti-racist organisation. This means that the Trust takes an active commitment to dismantling structures that perpetuate racism and develops leaders uphold this principle.

This action plan details how ESNEFT will achieve an improvement on the experiences of BAME Staff working alongside our BAME Staff Network – EMBrace (Equality & Moving beyond Race) to ensure that the proposed interventions are meaningful and yield the intended results. The objectives for our WRES Action plan are to:

- Improve BAME staff representation across senior levels of the organisation
- Reduce the gaps in experiences between white staff and BAME staff

- Support managers to understand structural and individual acts of racism and develop cultural intelligence programmes (such as the RCN Cultural Ambassador Programme and Reverse Mentoring).

- Valuing and actively promoting the voice of BAME Staff within decision-making.

The Trust Board approves this action plan and the Equality, Diversity and Inclusion Steering Group will monitor progress on a quarterly basis.

Workforce Race Equality Standard Action Plan 2020 – 2021

1. Workforce Data and Representation – Metrics 1 and Metric 9				
Objectives	- 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?	The WRES workforce data indicates that 17% 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 indicator 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 targeted training. The NHS People Plan 2020/2021 emphasises the importance of BAME (and other protected groups) representation on decision-making committees and forums. The Actions below will support the objectives set out in the introduction of this plan.			
Reference	**Action to be taken**	**Responsible owner(s)**	**Completion date**	**Outcomes**
1.1	Introduce a three-year Reverse Mentoring programme for Senior leaders (Trust Board) in partnership with University of Nottinghamshire – with Race as the initial focus then for Year 1, Year 2 – Disability/Sexual Orientation and Year 3 – Gender / Age Reverse Mentoring - pairing a colleague with senior member of staff to provide insight to their experience and help senior staff understand what they can do to support race equality.	Trust Board Chair, CEO and HR Director	January 2021	- Reverse mentoring positively impacting Trust Board members by enabling leaders to engage on the topic of race equality and other protected characteristics. - Senior Leaders who can confidently speak on key issues regarding inequalities and lived experiences. The programme will target senior leaders and middle managers. 20 managers and 20 mentees paired each year for each programme.
1.2	Bi-annual WRES / WDES report on the workforce data in relation to by race on: - Applications/ Shortlisting/ Recruitment - Promotion/career progression/ - Secondment	Head of EDI	April 2021 (commencing)	Workforce EDI data is routinely reviewed and appropriate actions undertaken.

1. Workforce Data and Representation – Metrics 1 and Metric 9

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	• Employee relations case work • Access to training & development (non-Mandatory) • Leavers/Turnover • Sickness (short term and long term data)			The data provided will be broken down as: BAME in compassion to white and then by the following categories: - Black - Asian - Mixed - Other - White
1.3	Commit to increasing the number of shortlisting and interview panels that include BAME representation, identifying which roles it is essential to have a BAME panel member participating in,	Head of Resourcing	April 2021	• Improving the representation of BAME colleagues in the recruitment processes. • 80% of all roles at band 8a and above interviews have BAME representation the stakeholder or panel.
1.4	Deliver a programme of unconscious bias training sessions for all recruiting managers	Assistant Director of Education	April 2021	• Supporting recruitment managers to be aware of their biases and to take active steps to address this within recruitment processes.

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1.5	EDI training for managers to be included in managers' development programmes.	Assistant Director of Education	December 2020	Enable the Trust to develop inclusive leaders at every level
1.6	Identify and consider opportunities for BAME Network chair/co-chairs/ deputy chair to be involved in key governance meetings and Trust groups – this action includes identifying opportunities for other Staff Network chairs / leaders to be included.	Director of Governance Trust Board Chair	November 2020	Embedding Staff Networks into Trust governance of the Trust.
1.7	Create and develop a pool of BAME colleagues contribute to recruitment panels and interview stakeholder groups (trained through the internal training programmes and the EMBrace Staff Network participation)	Head of Resourcing (Lead)	April 2021	Improving the diversity of recruitment and selection panels
1.8	Undertake two Board Development Sessions with the BAME (also making including LGBTQ and Disability Staff Network) to support the effective function for Staff Networks.	Head of EDI (Lead) Director of Governance	June 2021	- Staff Networks to become a key stakeholder community within the Trust. - Staff Network leaders visibility and leadership role widely recognised.
1.9	Ensure that the Trust takes positive action for the appointment of Executive and Non- Executive Director posts and encourages applications from as diverse a pool	Trust Board Chair (Lead) CEO	December 2020	Increased numbers of BAME candidates for senior positions.

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Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes
	of talent as possible to demonstrate the Trust's commitment to diversity and inclusion			

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4				
Objectives	• 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 has to 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**
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.	Assistant Director of Education	December 2020	• Non-mandatory development opportunities are recorded aiding the Trust's reporting against Metric 4.
2.2	Increase awareness of the WRES and WDES data amongst divisional teams.	Head of EDI & HR Business Partners	December 2020	• All operational senior teams have an understanding of their WRES and WDES data.
2.3	Adopt and implement 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	Head of Employee Relations	November 2020 (launch) May 2021 (mid- year review) November 2021 (annual review)	• Regular reports on progress taken to EDI Steering Group and POD committee • Cohort of BAME Staff trained and supporting disciplinary investigations. • CA participants championing EDI and actively involved within the Trust activities.
2.4	Undertake annual analysis of all disciplinary data to identify any trends or issues in relation to race.	Head of Employee relations (lead)	September 2021	• Identify learning lessons from CA programme and have actions to address gaps the identified gaps.

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4				
2.5	Review diversity measures / KPI's as outlined in the Talent Management Strategy and Implementation plan.	HR Business Partners	January 2021	• Talent management programmes embedded across the organisation

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8				
Objectives	• 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. The where the WRES data indicates statistically significant variances (5% or more) we have identified the actions outlined below.			
Reference	Action to be taken	Responsible owner(s)	Completion date	Outcomes
3.1	Identify and celebrate different cultures through participation in events such as Black History Month, Ramada/Eid celebrations, Chinese New Year – as part of the EDI communications and events plan.	Head of EDI	November 2020	• A clear programme of cultural and diversity events shared across the organisation. • BAME and non-BAME staff participating in organised initiatives.
3.2	Support the BAME Network (EMBrace) to: • Host four listening events. • Develop an annual work plan	Head of EDI	November 2020	• Terms of Reference for BAME / Embrace Network approved. • Embrace Work plan published online and regularly reviewed
3.3	Undertake a divisional-based intervention (deep dive) into the experiences of BAME Staff and share that learning across the organisation.	Head of EDI	November 2020	• The findings from this report used as a model of best practise and replicated across two other divisional areas (Year 2).

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3.4	Identify BAME colleagues to become freedom to speak up assistants	Freedom to Speak Up	January 2021	• BAME staff feeling confident to report any concerns relating to patient safety and quality of care.
3.5	Identify and deliver Career Develop workshops / Masterclasses for BAME Staff facilitated by BAME Network e.g. – interview skills, developing your personal 'brand', successful applications etc.	Head of Resourcing	December 2021	• Providing support of BAME colleagues to their potential for success in the recruitment and selections processes.
3.6	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)	AD Education (lead)	April 2021	• The Trust is able to provide a formal structure to facilitate BAME staff career development. • Each division to identifies at least 5 BAME colleagues to who are accessing coaching or mentoring to develop their careers • Coaches / mentors are identified for BAME colleagues to support career development.
3.7	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)	HR Business Partner Lead	April 2021	• Staff Survey and WRES data for this indicator improves. • 5 BAME colleagues identified to be F2SU assistants

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3.8	Actively encourage participation of BAME staff in NHS Leadership Academy development programmes e.g. Stepping Up, Ready Now programmes etc.	Assistant Director of Education	December 2020	• 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. • 17% of delegates accessing non-Mandatory training from BAME backgrounds – annually.