NHS WORKFORCE RACE EQUALITY STANDARD REPORT

1   Purpose

The purpose of this report is to provide the Committee with the latest WRES data for 2021 and give assurance that the Trust is complying with the requirements of the WRES.   The Trust was required to submit its WRES data (Appendix 2) and Summary Report (Appendix 1) to NHS England by 31st August 2021. We are subsequently required to develop a WRES Action Plan (Appendix 3) that is published and approved by the 31st October 2021.

This report provides an analysis of the data in relation to Black, Asian and Minority Ethnic (BAME) staff and discusses the opportunity to renew and reinvigorate the WRES work programme to improve race equality at ESNEFT. The Trust will be working with our staff network EMBRACE (Equality & Moving Beyond Race) to further develop the WRES Action Plan (Appendix 3). This will support the Trust to develop an anti-racist framework and support the organisation to improve the staff experience for BAME colleagues working in the organisation. The Trust Board has taken progressive steps to improve race equality, most notably:

- Continuing the work with our EMBRACE Network which was launched in May 2020 and delivered regular webinars and provided support to our BAME staff throughout the Covid-19 pandemic (Currently EMBRACE have over 700 members).
- Continued to develop the Trust's Risk Assessment toolkit jointly with involvement from the EMBRACE Network.
- Inclusion of our ED&I standards within our Talent Management and Leadership programmes which are currently being rolled out across the Trust.

2   Background

The NHS Workforce Race Equality Standard (WRES) was introduced in 2015 to reveal and help close the gaps in workplace inequalities between BAME and white staff working in the NHS. Due to the COVID-19 pandemic, NHS England had suspended the WRES and WDES[1] data collection and reporting for 2020 and was resumed in response to the disproportionate impact of the virus on BAME communities and BAME staff working in the NHS.

Our WRES data gives the Trust an opportunity to actively consider where the disparities lie in relation to race equality within our workforce. As an organisation, we recognise that there is still much more to do to tackle the underlying causes of structural inequality and the lack of diversity at the most senior levels of the organisation. The Trust reviewed its approach to WRES last year which gave the Trust an opportunity to adopt an anti-racist framework[2] by working closely with our minority ethnic staff to value and understand their experiences.

NHS academic and researcher Roger Kline asserts in his June 2020 article **"After the speeches: what now for NHS staff race discrimination?":**

'Boards and teams must prioritise psychological safety so they become inclusive [ ]… Boards must understand that whilst improved BAME representation is crucial, the benefits are limited without inclusive behaviours and culturally sensitive psychological support…. [ ] 'Boards and leaders must model inclusive behaviours they expect of others with consequences if they do not. The focus of NHS work around race equality must change. Remorselessly challenging racism must go hand in hand with supporting those who want to eliminate discrimination, question their own privilege and be allies'[3].

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[1] **WDES –** NHS Workforce Disability Equality Standard.

[2] **"**Anti-racism is an active and conscious effort to work against multidimensional aspects of racism," **Robert J. Patterson, professor of African American Studies at Georgetown University -** https://www.businessinsider.com/what-is-anti-racism-how-to-be-anti-racist-2020-6?r=US&IR=T

[3] After the speeches: what now for NHS staff race discrimination? by Roger Kline.

The Black Lives Matter movement was placed firmly in the worldwide spotlight last year and the Covid-19 pandemic also highlighted inequality in a different way, with the stark evidence that people from a Black, Asian and Minority Ethnic background as well as disabled people have been disproportionately affected by the virus.

Continuing to engage and work with our staff network EMBRACE to co-produce the revised WRES action plan will be the critical factor in supporting the organisation in development of an effective strategy to become an anti-racist organisation and improve race equality. The ESNEFT Equality, Diversity and Inclusion Strategy and action plan is also being revised and is out for consultation with stakeholders.

Workforce Race Equality Standard (WRES) Indicators

There are nine indicators that make up the WRES. These are split across Workforce data, Staff Survey results and Board Representation and compare data between White Staff and BAME Staff. These metrics are detailed in the table below:

WRES Indicator	Metric descriptor
WRES indicator 1	Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive board members compared with the percentage of staff in the overall workforce.
WRES indicator 2	Relative likelihood of BAME staff being appointed from shortlisting across all posts
WRES indicator 3	Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff
WRES indicator 4	Relative likelihood of BAME staff accessing non-mandatory training and CPD
WRES indicator 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months *(Data taken from the national staff survey results)*
WRES indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months *(Data taken from the national staff survey results)*
WRES indicator 7	Percentage of staff believing that their trust provides equal opportunities for career progression or promotion *(Data taken from the national staff survey results)*
WRES indicator 8	In the last 12 months have you personally experienced discrimination at work from … manager/team leader or other colleagues? *(Data taken from the national staff survey results)*
WRES indicator 9	Percentage difference between the organisation's board voting membership and its overall workforce.

In addition to the above, the national WRES Implementation Team set a national indicator:

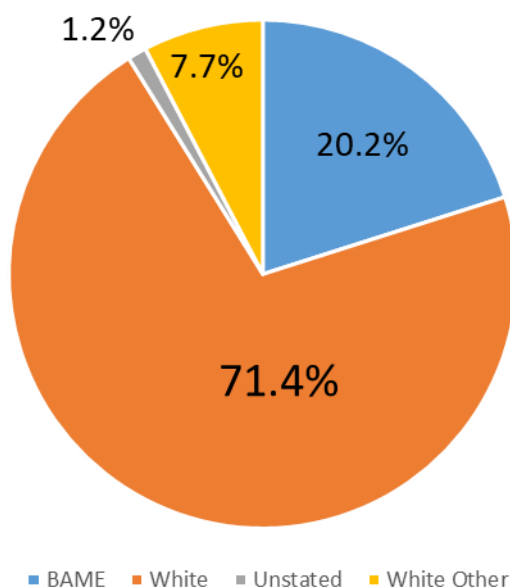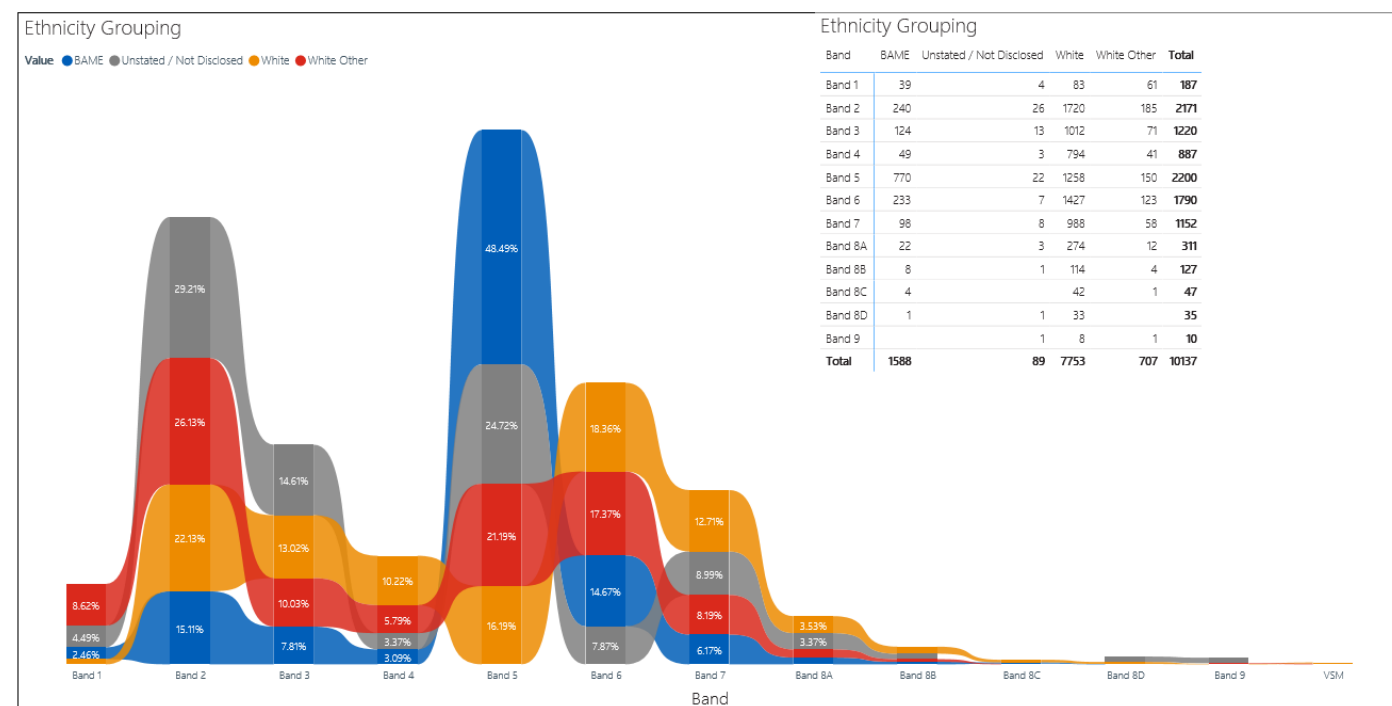| April 2019 – March 2028	Work towards the ambitious challenge of ensuring black and minority ethnic (BAME) representation at all levels of the workforce. This includes leadership being representative of the overall BAME workforce by 2028.

3   Key issues – Data Analysis

Figure 1: WRES Data 2021

Our workforce data indicates that 20.2% of our workforce come from Black, Asian and Minority ethnic (BAME) communities. This is an increase of 3% from last year's reported figures (2020) where BAME staff made up 17% of the total workforce. Our workforce data indicates that BAME staff are disproportionately overrepresented in lower bands within the organisation and the NHS Staff Survey indicators identify further disparities in experiences in comparison to white colleagues.

WRES data – Ethnicity and across all pay bands 2021

| Band	BAME	Unstated / Not Disclosed	White	White Other	Total
Band 1	39	4	83	61	187
Band 2	240	26	1720	185	2171
Band 3	124	13	1012	71	1220
Band 4	49	3	794	41	887
Band 5	770	22	1258	150	2200
Band 6	233	7	1427	123	1790
Band 7	98	8	988	58	1152
Band 8A	22	3	274	12	311
Band 8B	8	1	114	4	127
Band 8C	4		42	1	47
Band 8D	1	1	33		35
Band 9		1	8	1	10
Total	**1588**	**89**	**7753**	**707**	**10137**

Source: WRES data submission for 2021

3

As per the previous year, the 2021 data showed that BAME staff were overrepresented at Band 5 and disproportionally underrepresented at higher grades in the Trust.

Workforce Race Equality Standard (WRES) – Analysis Summary

**4   WRES 2020/21 Data Analysis**

WRES indicator 1: Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive board members compared with the percentage of staff in the overall workforce.

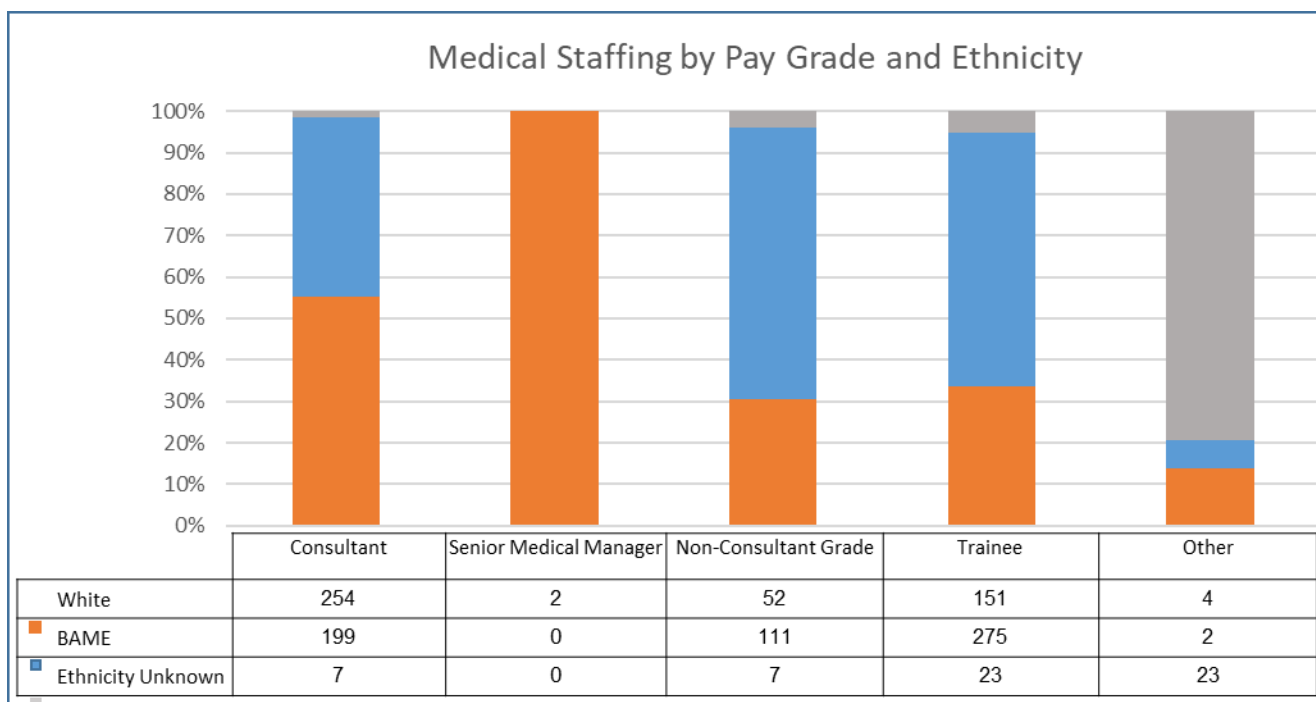### Non-Clinical Workforce Profile by Ethnicity and Band
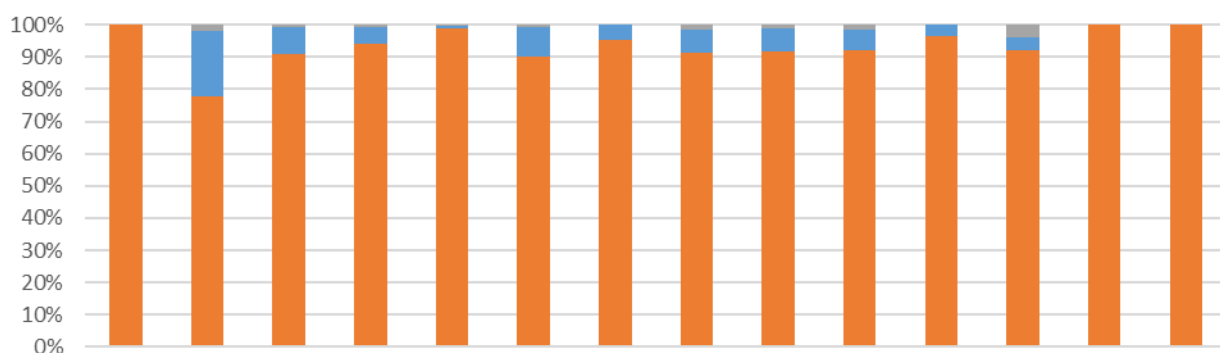
	Under Band 1	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Band 8d	Band 9	VSM
White	6	165	668	482	408	224	122	140	79	60	29	23	7	15
BAME	0	43	62	28	4	22	6	11	6	4	1	1	0	0
Ethnicity Unknown	0	4	6	3	1	2	0	2	1	1	0	1	0	0

Clinical Workforce Profile by Band and Ethnicity
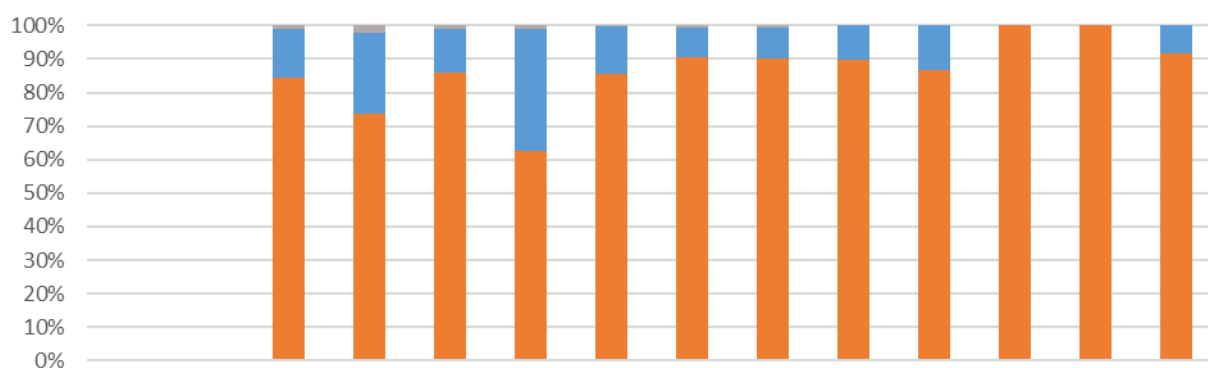
	Under Band 1	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Band 8d	Band 9	VSM
White	0	0	1202	426	412	1175	1306	796	178	53	13	12	1	11
BAME	0	0	207	141	62	687	212	77	18	6	2	0	0	1
Ethnicity Unknown	0	0	15	12	5	21	6	6	1	0	0	0	0	0

Medical Staffing by Pay Grade and Ethnicity

	Consultant	Senior Medical Manager	Non-Consultant Grade	Trainee	Other
White	254	2	52	151	4
BAME	199	0	111	275	2
Ethnicity Unknown	7	0	7	23	23

Analysis: The data under Metric 1 indicates BAME Staff are underrepresented at senior level roles. A key focus for the WRES Action plan needs to consider is actions to be taken to improve talent management and support the career development of BAME colleagues.

WRES indicator 2: Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BAME applicants

	White	BAME	Ethnicity Unknown
Number of shortlisted applicants	4022	1363	158
Number of appointed applicants	2112	616	75
Relative likelihood of shortlisting / appointing	52.51%	45.19%	47.47%
Relative likelihood of White staff being appointed in comparison to BAME Staff	1.16		

Analysis: This indicates that White staff are 1.16% more likely to be successful at appointment compared to BAME. Whilst this is not statistically significant, considering the lack of BAME representation at senior level further work would need to be undertaken to ensure that the relative likelihood of appointment is similar at all levels of appointment. Further investigation in to this indicator will be undertaken as part of the WRES Action Plan.

WRES indicator 3: Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff

	White	BAME	Ethnicity Unknown
Number of Workforce	8474	2188	147
Number of entering the formal disciplinary process	57	9	0
Likelihood of staff entering formal process in comparison to White Staff	0.67%	0.41%	0.%
Relative likelihood of BAME Staff entering formal disciplinary process compared to White staff	0.61		

Analysis: This indicates that White and BAME staff are entering the formal disciplinary process at relatively the same level, BAME staff are 0.61 less likely to enter the disciplinary process which is not statistically very significant.

WRES indicator 4 Relative likelihood of BAME staff accessing non-mandatory training and CPD			

	White	BAME	Ethnicity Unknown
Number of Staff in post	8474	2188	147
Number of staff accessing non-mandatory training and CPD	1236	427	13
Likelihood of staff accessing non mandatory training and development	14.59%	19.52%	8.84%
Relative likelihood of White Staff accessing non mandatory training and CPD compared to BAME Staff	**0.75**		

Analysis: This indicates that BAME staff are slightly less likely to access development opportunities than white staff. The data is consistent with the relative number of BAME staff working in Band 5 clinical roles and roles and non-consultant grade/trainee medical roles. Further analysis, by Band and Job role will be taken forward as part of the WRES action plan.

WRES Staff Survey Indicators

National NHS Staff Survey indicators (or equivalent) Comparison of the outcomes of the response for White and BAME staff		2020 Staff Survey Results[4]	2019 Staff Survey Results[5]	Analysis
Metric 5	Percentage of BAME staff, compared to White staff, experiencing harassment, bullying or abuse from; patients/service users, their relatives or other members of the public	BAME – 33.3% White – 26.0%	BAME - 33.8% White - 28.8%	There was a higher proportion of BAME staff experiencing bullying, harassment and abuse from patients, relatives and service users than white colleagues.
Metric 6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	BAME – 30.1% White – 26.1%	BAME – 33.7 % White 27.9– %	There is a higher number of cases of staff experiencing bullying and harassment from a BAME background. However, when reviewing the scores for this indicator from 2020, the percentage of BAME staff experiencing bullying and harassment from either staff or patients and service users is decreasing.
Metric 7	Percentage believing that trust provides equal opportunities for career progression or promotion	BAME – 73.7% White – 85.2%	BAME - 75.3% White – 84.2%	There remains a significant gap in BAME staff believing they are provided with opportunities for career progression when compared to their white counterparts. Career progression will be a key focus of the WRES action plan for 2021/22

[5] http://www.nhsstaffsurveyresults.com/homepage/local-results-2019/workforce-equality-standards-wres-2019/

National NHS Staff Survey indicators (or equivalent) Comparison of the outcomes of the response for White and BAME staff		2020 Staff Survey Results[4]	2019 Staff Survey Results[5]	Analysis
Metric 8	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	BAME – 16.8% White – 6.0%	BAME – 16.4% White 5.5 – %	The data shows there is a significant difference in BAME staff experiencing discrimination at work in comparison to White staff with a difference of 10.8%. A key focus of the WRES action plan will be to focus on the impact AFTSU Guardians, Cultural Ambassadors and the white ally-ship programme can play in significantly reducing discrimination.

Metric 9 Board Representation		Analysis
Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated by:	Total number of Board members – 27 Total number of BAME staff – 2188 Total number of White staff – 8474 Total number unknown – 147	The data indicates that BAME people are underrepresented at Trust Board level, specifically in respect of our Executive Directors.
• **Total Board ethnicity**	Unknown – 8.7% BAME – 3.8% White – 96.2%	
▪ **Voting membership of the Board**	BAME – 5.6% White – 94.4%	
▪ **Executive membership of the Board**	BAME – 0% White – 100%	
▪ **Non-Executive directors**	Unknown – 0% % BAME – 11.1% White – 88.9%	
▪ **% difference between the voting membership and overall workforce**	White staff – 17.8 % BAME Staff - minus 16.4% Unknown - minus 1.4%	

5   Next Steps

The focus for our race equality work will be to continue to protect, support and engage with our BAME staff as we recover from the COVID 19 pandemic. The pandemic has exposed and exacerbated longstanding health and social inequalities affecting BAME communities in the UK. In addition to the global pandemic's impact on BAME communities, the 'Black Lives Matter' campaign is about the systems and process that support and propagate structural racial discrimination and inequalities. Therefore, it is imperative that the Trust uses the WRES Action Plan as an opportunity to address racial disparities within our organisation and the wider NHS system.

The data from the Trust WRES Metrics (2021) indicate that the priority needs to be given to developing actions that will:

• Improve BAME staff representation across senior levels of the organisation

• Reduce the gaps in experience between white and BAME staff in terms of career progression, experiencing promotion and discrimination

• Support managers to understand structural and individual acts of racism and monitor the development of our cultural intelligence[6] programmes (Cultural Ambassador Programme[7] and Reciprocal Mentoring) in order to reduce all forms of discrimination in the workplace

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[6] Cultural intelligence can be understood as the capability to relate and work effectively across cultures. Originally, the term cultural intelligence and the abbreviation "CQ" was developed by the research done by Christopher Earley (2002) and Earley and Soon Ang (2003) - https://theewgroup.com/what-is-cultural-intelligence/

- Value and promote the voice of BAME Staff within decision-making

- Reenergise the support provided by our FTSU Guardian/Assistants to encourage our staff to raise concerns.

Further data analysis and engagement activity is to be planned as part of the WRES Action Plan to provide WRES data to a Divisional and CDG leadership teams. This will enable operational areas to better understand their workforce profile in terms of race and agree actions to be taken locally to improve experience for both BAME and white colleagues.

The EMBRACE network will have a pivotal role in supporting the Trust as this work develops.

ESNEFT are working with brap, an equalities and human rights charity who have over 22 years of experience in supporting organisations on projects involving inclusion, to better understand how best to address issues and learn from lived experiences to support ESNEFT to become an inclusive employer.

6   Recommendations

The Committee is asked to:

- Receive and endorse the publication of the report which includes the latest WRES data set results for 2020/21 and the WRES Summary of Report (Appendix 1) submitted to NHS England on 31st August 2021.

- Note the findings of the WRES data and progress taken so far to improve race equality.

- Endorse for Trust Board approval detailed and co-produced WRES Action Plan (Appendix 2).

APPENDICES:
Appendix 1   WRES Summary Report (see below)
Appendix 2   WRES Action Plan (see below)

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[7] https://www.rcn.org.uk/magazines/bulletin/2019/october/reducing-the-risk-of-discrimination-rcn-cultural-ambassador-programme

APPENDIX 1

	NHS Workforce Race Equality Standard Online Summary Reporting Form	
	Trust information	**Responses**
1	Name of organisation	East Suffolk and North Essex Foundation Trust
2	Date of completing this report	19 August 2021
3	Name and title of Board lead for the Workforce Race Equality Standard	Kate Read, Director of People and OD
4	Name, job title and e-mail address of the lead compiling this report	Clare Harper, HR Project Implementation Manager clare.harper@esneft.nhs.uk
5	Name and e-mail address of the commissioner(s) that the trust's 2021 WRES annual report (metrics data and action plan) will be sent to	TBC
6	Unique URL link or existing web page on which the trust's 2021 WRES annual report (metrics data and action plan) will be published	https://www.esneft.nhs.uk/about-us/equality-diversity-and-inclusion/nhs-workforce-standards/
7	Date of board meeting at which the trust's 2020 WRES annual report (metrics data and action plan) were, or will be, ratified	7 October 2021
1. Background narrative		

NHS Workforce Race Equality Standard Online Summary Reporting Form		
	Trust information	Responses
a.	Any issues of completeness of data	None – Data extracted directly from ESR via National Business Intelligence Report.
b.	Any matters relating to reliability of comparisons with previous years	None
2. Total numbers of staff		
a.	Employed within this organisation at the date of the report	10,809
b.	Proportion of BAME staff employed within this organisation at the date of the report	20.2%
3. Self-reporting		
a.	The proportion of total staff who have self–reported their ethnicity	98.64%
b.	Have any steps been taken in the last reporting period to improve the level of self-reporting by ethnicity	Targeted approach to staff to disclose their ethnicity in Q1 and the roll out of ESR employee self-service to all staff.
c.	Are any steps planned during the current reporting period to improve the level of self-reporting by ethnicity	Trust wide communication and reminders to staff to review/update their records via ESR employee self-service.

NHS Workforce Race Equality Standard Online Summary Reporting Form					
Trust information		Responses			
a.	What period does the organisation's workforce data refer to?	01 April 2020 to 31 March 2021			
	Indicator	Data for reporting year	Data for previous year	Narrative – the implications of the data and any additional background explanatory narrative	Action taken and planned including e.g. does the indicator link to EDS2 evidence and/or a corporate Equality Objective
For each of these four workforce indicators, compare the data for White and BAME staff					
1	**Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce. Organisations should undertake this calculation separately for non-clinical and for clinical staff.**	White staff – 71.4% BAME staff – 20.2%	White staff - 75.9% BAME staff - 17.3%	The Trust has seen a steady increase over the last 2 years in the proportion of BAME Staff. The data for this indicator shows that BAME Staff are disproportionally underrepresented at senior levels of the organisation	The WRES Action Plan will identify career development and mentoring opportunities to help support the development of BAME colleagues. The action plan will be co-produced with the EMBRace Network.
2	**Relative likelihood of white staff being appointed from shortlisting across all posts compared to BAME staff.**	1.16%	1.04%	The data shows that likelihood of white and BAME staff being appointed is at relatively the same rate.	Work has commenced to have greater diversity in the recruitment and selection processes and through the WRES Action Plan and work with our BAME Network. Further investigation by band and staff group will be undertaken in 2021/22
3	**Relative likelihood of BAME staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. This indicator will be based on data from a two year rolling average of the current year and the previous year.**	0.61%	1.06%	The previous year's figures indicate that BAME staff are less likely to enter the formal disciplinary process than their white counterparts. This shows a further reduction year on year.	The Trust has rolled out the Cultural Ambassadors programme to help support the organisation to remove bias from its processes. Further analysis of the impact of the role of the cultural ambassador will be undertaken.

		NHS Workforce Race Equality Standard Online Summary Reporting Form				
	Trust information	Responses				
4	**Relative likelihood of staff accessing non-mandatory training and CPD.**	White staff – 14.59% BAME staff – 19.52%	N/A	This data has not been reported in previous years. Demographic information will be monitored and triangulated against workforce records to better understand who is accessing non-mandatory training and development opportunities.	A review of the Trust's Talent Management Strategy and facilitated discussions with BAME Staff and other Staff Networks will be explored regarding what actions can be taken forward to support career development for our BAME colleagues.	
	National NHS Staff Survey indicators (or equivalent) **For each of the four staff survey indicators, <u>compare the outcomes of the responses for White and BAME staff.</u>**					
5	**KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.**	BAME – 33.3% White – 26.0%	BAME - 33.8% White - 28.8%	The data shows that this indicator has decreased for white, which is positive. However, for BAME Staff this remains statistically higher.	The Trust has a zero tolerance to bullying and harassment and issues raised with the FTSU guardian from a BAME colleague that contains an element of EDI concern is immediately flagged up to the EDI Lead. Brap are currently providing support to the organisation.	
6	**KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.**	BAME – 30.1% White – 26.1%	BAME – 33.7 % White 27.9– %	The data is indicating that BAME Staff are experiencing Bullying and Harassment from staff at higher levels in comparison to white colleagues, however this figure is reducing year on year.	The Trust is reviewing the Bullying and Harassment (B&H) Policies from Ipswich Hospital and Colchester to have a single ESNEFT policy. We will work with our Staff Networks – including the BAME Staff /EMBRace to develop an action plan to encourage staff to report concerns and a workshop/training programme to support managers in developing their cultural intelligence and management of B&H.	
7	**KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion.**	BAME – 73.7% White – 85.2%	BAME - 75.3% White – 84.2%	The gap in staff experience is notably large between White and BAME Staff.	See 4. This will be a key area of focus.	

	NHS Workforce Race Equality Standard Online Summary Reporting Form				
	Trust information	Responses			
8	**Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues**	BAME – 16.8% White – 6.0%	BAME – 16.4% White 5.5 – %	The data shows there is a significant difference in BAME Staff experiencing discrimination at work in comparison to White staff	See 6 above.
Board representation indicator **For this indicator, <u>compare the difference for White and BAME</u>**					
9	Percentage difference between the organisations' Board voting membership and its overall workforce.	White staff 17.8% BAME staff -16.4%	White staff 11.1% BAME staff -13.00%	The Trust will be restarting the Reciprocal Mentoring, which was paused due to Covid-19, and how we can be more proactive in the use of positive action as part of the recruitment processes at the most senior levels of the organisation.	

Workforce Race Equality Standard
Action Plan 2021 – 2022

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 30th August 2021, 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 2021 [hyperlink to be inserted once available]. It is evident from existing data that there is a need for ESNEFT to work towards improving the experiences of Black, Asian and Minority Ethnic (BAME) staff members , focussing particularly on career progression and representation across the different occupations and at senior levels of the organization. The overriding principle of the WRES Action Plan 2021-2022 is to support ESNEFT to develop into an anti-racist organisation and into one which values and celebrates cultural and racial diversity. As part of this important work, the Trust will takes a proactive stance on addressing any institutional structures perpetuating racism and 'white privilege' and will develop its leaders in cultural diversity to ensure they are empowered to 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 in all occupations and across senior levels of the organization
- Reduce the gaps in experiences between white and BAME staff

- Support senior leaders and managers to understand structural and individual acts of racism and barriers to inclusion and to further develop and roll out cultural intelligence programmes (including the RCN Cultural Ambassador Programme and Reciprocal Mentoring)

- Value and actively promote the voices of diverse BAME Staff in the decision-making of the Trust.

Pending approval of this action plan by the Trust Board, the Equality, Diversity and Inclusion Steering Group will monitor progress on a regular basis.

Workforce Race Equality Standard Action Plan 2021 – 2022

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 20.2 % 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 emphasizes the importance of BAME (and other protected groups) representation on decision-making committees and forums. The Trust's new People Strategy and forthcoming EDI Strategy will further advance the key actions around addressing discrimination and promoting inclusion. 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**	**Update from last year and Intended Outcomes for future**
1.1	Introduce a three-year Reciprocal Mentoring programme for Senior leaders (Trust Board) in partnership with University of Nottinghamshire – with BAME staff groups as the initial focus for Year 1, then increasing participation in Year 2 – covering 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/ Associate Dir of OD & Culture/Head of OD/Head of EDI	~~January 2021~~ *Paused during the second surge and proposal to restart in late Autumn* April 2022	Update: - Members of EMBRACE identified to be Reverse mentors in previous year followed-up with to establish continued interest. - Reverse mentoring positively impacting Trust Board members by enabling leaders to engage on the topic of race equality and other protected characteristics. Intended Plans/outcomes for future: - Relaunch November 2021 - Relaunch plan to be devised in collaboration with UoN and shared with Trust Board and EMBrace members - 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 to be paired each year for each programme.
1.2	Bi-annual WRES / WDES report	Head of	April 2022	Update:

	on the workforce data in relation to race by:
	• Applications/ Shortlisting/ Recruitment
	• Promotion/career progression/
	• Secondment
	• Employee relations case work
	• Access to training & development (non-Mandatory)
	• Leavers/Turnover
	• Sickness (short-term and long-term data)
		Recruitment/ Head of Employee Relations/Head of EDI	ongoing	• Personal mentorship provided by EMBrace Chair to the international nurses in previous year.
				• ER casework broken down by BAME in comparison to white and reported in the performance reports.
				• Workforce EDI data is routinely reviewed and appropriate actions undertaken
				
				Intended Plans/outcomes for future:
				• In collaboration with Workforce Team and Assistant Director of Workforce Planning build a robust report covering widely recognised metrics for reporting on a monthly basis including those highlighted in the NHS People Plan and where possible including last month's/year's position
				• Ethnicity data provided to be broken down by BAME in comparison to White then by the following categories:
				   o Black
				   o Asian
				   o Mixed
				   o Other
				   o White
				building in an intersectional lens on the data to identify multiple discrimination

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	Associate Director OD & Culture /Divisional Heads/Head of EDI	April 2022 ongoing	Update: • In previous year EMBRACE Chair invited to the HRD stakeholder event for the recruitment of the new People & OD Director. • 80% of all roles at band 8a and above interviews have BAME representation on the panel Intended Plans/outcomes for future: • Plans to increase in representation of BAME staff on Recruitment Panels.
1.4	Review and update Recruitment and Selection training to include unconscious bias for all recruiting managers	Associate Director of OD & Culture, Assistant Director of Education, Head of EDI	January 2022	Update: • Updated the current Recruitment and Selection Packages to include Unconscious Bias • Mandated Recruitment and Selection for recruiting managers ensuring that panels have at least one panel member who is trained Intended Plans/outcomes for future: • Provide additional refresher sessions on Unconscious Bias for those previously trained along with any other updates deemed necessary

	ESNEFT webinar focused on listening to BAME staff's barriers to progression	EMBrace chairs, Associate Director of OD & Culture, Head of EDI, Associate Director of Communications	April 2022	• Supporting recruitment managers to be aware of their biases and to take active steps to address this within recruitment processes. • Commitment given in previous year to delivering a series of unconscious bias sessions aimed at all staff started in October 2020; work required to identify who the recruiting managers are and who would deliver such training or whether online package might be preferable. • Audit of interview scoring sheets to review quality of decision making at interview panels • Scrutinise the data sets around development and progression • develop a series of listening events to surface and address BAME staff barriers to progression • Follow-up conversations with all non-white staff who are unsuccessful at interview (but successful at shortlisting) to provide appropriate support to maximise opportunity at subsequent panels. Regular monitoring of decision making on future panels.
1.5	EDI training for managers to be included in all leadership and management development programmes	Assistant Director of Education, Associate Director of OD & Culture/Head of OD/Head of EDI	April 2021	Update: • Reviewed all existing materials to identify any gaps • Created plan for Senior Leadership Development Programme, identifying EDI threads within the main tender document Intended Plans/outcomes for future: • Material given by previous EDI lead for the leadership passport, now live: https: //intranet.esneft.nhs.uk/pages/education/leadership/leadership_passport_test_page. (EDI included in leaders induction, currently suspended) • Enable the Trust to develop inclusive leaders at every level
1.6	Identify and consider opportunities for EMBrace Network chair/co-chairs/ deputy chair to be involved in key committees – this action includes identifying opportunities for other Staff Network chairs to be included.	Director of Governance Trust Board Chair	November 2021	Update: • Bi-monthly meetings arranged between Staff Network Chairs and Director or People and OD to review the forward plan and support needed. Intended Plans/outcomes for future: • Embedding Staff Networks into Trust governance • Increasing the Staff Voice in everything we do

1.7	Create and develop a pool of BAME colleagues contribute to diverse recruitment panels and interview stakeholder groups	Head of EDI, Assistant Director of Education, Head of Resourcing (Lead)	April 2021 (lapsed) January 2022	Intended Plans/outcomes for future: • Communication created to seek volunteers to be part of Diverse Recruitment Panel Programme. We recognise that this is the responsibility of the whole panel, hence the wider training that is being supported, however, we are keen to support colleagues to take on management/leadership opportunities • Protected time provided for BAME colleagues supporting Recruitment processes • Improving the diversity of recruitment and selection panels: Recruitment and Selection training provided to identified cohort of BAME colleagues
1.8	Undertake further Board Development Sessions and staff experience storytelling with the EMBrace, LGBTQ and ESNable Staff Networks to support the effective integration of Staff Networks.	Director of Governance/Head of EDI	By April 2022	• Plan of delivery to be identified in the forward plan • One Board session delivered in previous year - Additional SMEs identified for one off Board Development Sessions • 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 of talent as possible to demonstrate the Trust's commitment to diversity and inclusion	Trust Board Chair (Lead) CEO/Director of People and OD	tbc	Update: • Recruitment processes are open and transparent • For Band 9 and above posts, where no non-white applicants, utilise external agency to attract from diverse pool to ensure that we are recruiting without barriers of known.

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	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 further developing targeted interventions including the RCN Cultural Ambassador programme to help close the gap for our BAME Staff regarding a positive experience of the

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4

take and why?	workplace.			
Reference	**Action to be taken**	**Responsible owner(s)**	**Completion date**	**Update from last year and Intended Outcomes for future actions**
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/all training and development/OD leads	August 2022	Update: • Apprenticeship reports generated based on protected characteristics • Non-mandatory development opportunities are recorded aiding the Trust's reporting against Metric 4. Intended Plans/outcomes for future: • Plan of OLM optimisation with all training and OD leads to ensure all training is being captured to assist in reporting (if correct ESR number available, possible to provide this through Workforce Team).
2.2	Increase awareness of the WRES and WDES data amongst divisional teams.	Head of EDI/Assistant Director of Workforce Planning/Workforce team	April 2022	Update: • As 1.2 Divisional Reports to be cascaded on monthly basis of all EDI data • Talks given by previous Head of EDI to divisions in previous year. Intended Plans/outcomes for future: • All operational senior teams have an understanding of their WRES and WDES data and are able to promote positive action initiatives in their divisions
2.3	Further develop the RCN Cultural Ambassadors (CA) Programme for disciplinary and grievance cases relating to a member of staff from a BAME background and introduce other targeted interventions to reduce likelihood of unconscious bias and ensure all decisions are fair and equitable	Head of Employee Relations/Head of EDI	November 2022 ongoing	Update: • Meeting with Merseycare to identify plan to transition to Just and Learning Culture • Training almost all delivered to EMBRace members. • 9 cultural ambassadors were trained in June 21. (NB The training was delayed due to Covid) and will commence supporting disciplinary and grievance cases during Q3 of 2021/22 • Bi-Monthly updates provided to the Integrated Assurance committee (when POD was suspended due to Covid) and POD since March '21. Verbal updates provided to EDI steering group. • Cohort of BAME Staff trained and supporting disciplinary investigations. Intended Plans/outcomes for future: • Cultural Ambassador (CA) participants championing EDI and actively involved within the Trust activities.

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4			
2.4	Undertake annual analysis of all disciplinary data to identify any trends or issues in relation to race.	Head of Employee Relations (lead) /Head of EDI	September 2021	Update: • Annual review completed re % of BAME cases relating to B&H, although the actual number was low (4 BAME to 5 non BAME) Intended Plans/outcomes for future: • Identify learning lessons from Cultural Ambassador programme and have actions to address identified gaps.
2.5	Review diversity measures / KPI's as outlined in the Talent Management Strategy and Implementation plan.	Assistant Director of Training and Development/Associate Director of OD & Culture/Head of EDI/HRBPs	January 2021 (paused) Revised date to January 2022	Update: • Talent Management Strategy and identified Succession Plans are Equality Impact Assessed • Performance measures introduced to monitor the diversity of identified talent and their development plans • 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. 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**	**Update from last year and Intended Outcomes for the future**
3.1	Identify and celebrate different cultures and promote staff engagement in diversity initiatives through an	Associate Director for OD and Culture/Associate Director for	November 2021	Update: • Working collaboratively with Comms to create a combined Diversity and Wellbeing Calendar • First event in New Year identified, Sporting event July 24-25.

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8

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Reference	**Action to be taken**	**Responsible owner(s)**	**Completion date**	**Update from last year and Intended Outcomes for the future**
	inclusive Diversity Calendar	Communications & Engagement		Intended Plans/outcomes for future: • Programme of inclusive cultural diversity events produced and communicated internally and externally, supported by Trust funding and resourcing • Active engagement of BAME and non-BAME staff and collaboration and co-production by Staff Diversity Networks of initiatives
3.2	Support the BAME Network (EMBRACE) to: • Develop an annual plan • Promote active engagement with members and BAME staff	Head of EDI	November 2021	Update: • Attendance at all EMBRace network meetings • BAME Listening events held in May, July and September 2020. • Terms of Reference for BAME / EMBRace Network approved • EMBRace Work plan produced , approved by EDI Steering Group and published online
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	January 2022	Update: • Covered in one webinar in previous year. Intended Plans/outcomes for future: • Findings to be used as a model of best practice and shared with other Staff Diversity Networks to promote inclusion and appreciation of intersectionality
3.4	Identify BAME colleagues to become Assistant Freedom to Speak Up Guardian	Freedom to Speak Up Guardian	December 2021 ongoing	Update: • 7 Assistant FTSU Guardians have been in place since April 2021. An additional Assistant FTSU has been identified from the BAME community and upon confirmation will be trained and in place by end Sept 2021 • BAME staff feeling more confident to report any concerns relating to patient safety and quality

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8				
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Reference	**Action to be taken**	**Responsible owner(s)**	**Completion date**	**Update from last year and Intended Outcomes for the future**
				Intended Plans/outcomes for future: • Once National Guardian Strategy published – alignment of ESNEFT policy will be undertaken • Ensure that within ESNEFT every member of staff, whatever their geographical location knows how to access FTSU provision • Explore a wellbeing data recording tool, a software solution, allowing input from multiple agencies with discretion protocols protecting confidentiality for individuals
3.5	Identify and deliver Career Development workshops / Masterclasses for BAME Staff facilitated by BAME Network e.g. – interview skills, developing your personal 'brand', successful applications etc.	Assistant Director of Training and Education/Associate Director of OD and Culture/Head of OD	December 2021	Update: • No career development workshop delivered in last year. • Providing support of BAME colleagues to their potential for success in the recruitment and selections processes.

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8				
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Reference	**Action to be taken**	**Responsible owner(s)**	**Completion date**	**Update from last year and Intended Outcomes for the future**
3.6	Awareness-raising and routing of BAME staff and other under-represented groups to Leadership Academy register of coaches and mentors	Assistant Director of Training and Development /Head of EDI	By Oct 2021	Intended Plans/outcomes for future: • Continue development of a Coaching and Mentoring Network • Action in last year's action plan around "development of a coaching and mentoring register for BAME staff – each Division to identify BAME colleagues (extended to other underrepresented groups – young people and disabled staff") not communicated or consulted on. • Access to Connex (NHS Leadership Academy Coaching and Mentoring) provision • The Trust is able to provide a formal structure to facilitate BAME staff 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 (FTSU)	Head of Employee Relations/Head of EDI/FTSU Guardian/Head of OD/Culture Ambassadors	December 2021	Update: • Cultural Ambassadors recruited • Any issues raised with the FTSU guardian from a BAME colleague that contains an element of EDI concern is immediately flagged up to the Head of EDI. Intended Plans/outcomes for future: • Implement the Just and Learning Culture working with Merseycare on their approach • Staff Survey and WRES data for this indicator improves.
3.8	Actively encourage participation of BAME staff in non-mandatory programmes including Trust delivered programmes,	Associate Director of OD and Culture/Assistant Director of Training and Development	March 2022	Update: • Reporting of all non-mandatory training broken down for WRES and WDES plans • Breakdown of Apprenticeships data for WRES/WDES

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Reference	**Action to be taken**	**Responsible owner(s)**	**Completion date**	**Update from last year and Intended Outcomes for the future**
	Apprenticeships, NHS Leadership Academy development programmes e.g. Stepping Up, Ready Now programmes etc. also Aspire HPMA programme			• Enrolled as member of HPMA Intended Plans/outcomes for future: • Create a plan of programme start dates • Actively promote through the Networks • Comms promoting accessible programmes offering support with application process • 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.