

Equality Diversity and Inclusion Implementation Committee

8th August 2017

Workforce Race Equality Standard Action Plan 2017/18

Report Prepared By:	Tina Daniels	
Contact Details:	57375	
Date of Report:	August 2017	
Purpose of Report:		
<p>To monitor the progression of BAME staff in accessing relevant training courses to further career progression and improve patient and staff experiences.</p>		
1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>
For Information	For Discussion	For Approval
Recommendations:		
<p>Continue monitoring and reporting to identify any ongoing trends or problems for BME staff in accessing training or promotional opportunities; Promote local, regional and national training schemes for BME staff; Support BME staff to attend training schemes.</p>		
Sensitivity Level:		
1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>
Not sensitive: For immediate publication	Sensitive in part: Consider redaction prior to release	Wholly sensitive: Consider applicable exemption

Purpose of paper

To provide a report about the Trust's ongoing work on the WRES to:

- Improve the representation of Black Asian Minority and Ethnic (BAME) staff in senior management roles;
- To ensure HR processes are fair and equitable for BAME staff;
- To encourage BAME staff on to local, regional and national training programmes.

Background

The Trust employs approximately 12% of BAME staff which is more than representative of the community we serve which is 95.9% White British and 4.1% BAME.

Current position

There is currently no BAME staff at board, Very Senior Management (VSM)/Executive and Senior Management (ESM) or Non-Executive level. The WRES assists the Trust to identify steps which encourage BAME staff on to relevant courses.

Key issues

- Identifying staff

Actions

- Promoting courses as notified by NW Leadership Academy (NWLA), NHS Employers, in-house;

Recommendations

The Committee is asked to:

- Note the content of this report
- Receive an update on the action plan November 2017

WORKFORCE RACE EQUALITY STANDARD (WRES)-ACTION PLAN 2017/2018 – May 17

WRES Indicators	Action to be Taken/Considered	By Whom	Outcome and Completion Date	RAG Rating
<p>1. Percentage of Black Minority Ethnic (BAME) staff in Bands 8-9, Very Senior Managers (VSM/ESM) (including executive Board members and senior medical staff) compared with the percentage of BAME staff in the overall workforce</p>	<p>1. Consider stretch targets for BAME representation at Bands 8 and above to address disproportionate representation of BAME staff. 2. Consider reverse mentoring scheme i.e. member of Snr team mentors BAME staff. 3. Succession planning that considers positive action for all board and Snr positions.</p>	<p>Sharon Adams</p>	<p>1. New succession planning approach includes all staff and a number of staff from BAME backgrounds have been identified. 2. Subsequently, the Senior Collaborative Leadership Programme has representation from BAME staff who have been identified through succession planning. 3. All delegates attending SCLP have access to Executive level mentor.</p>	<p>Ongoing</p>
<p>2. Relative likelihood of BAME staff being appointed from shortlisting compared to that of White staff being appointed from shortlisting across all posts.</p>	<p>1. Audit of the recruitment process 2. Review reasons for non-appointment/appointment of BAME applicants 3. Investigate if any difference between professions in relation to the success of BAME applicants. 4. Are there any barriers preventing BME applicants attending interview? 5. E&D training, to include unconscious bias for interview panels. 6. Link in with engagement events with local BAME communities to encourage applications. 7. Review wording on adverts for Band 8-9 and VSM to include clear statement encouraging applicants from BAME backgrounds to apply.</p>	<p>Andrea Padgeon</p>	<p>1. TRAC system has auditable information and we are regularly reviewing the data to ensure the process is fair to all applicants 2. All candidates are asked to contact the team if they require alternative arrangements for interview and we are using SKYPE to facilitate more interviews. 3. We intend to work with the local BAME community to improve the levels of BAME staff, however it is noted that there is not currently a strong local BAME presence and the workforce does reflect the local population</p>	<p>Ongoing</p>
<p>3. Relative likelihood of BAME staff entering the formal disciplinary process, compared to</p>	<p>1. Identify any common themes across disciplinary cases involving BAME staff. 2. Arrange meetings with BME groups to gain understanding of the data and potential barriers with</p>	<p>HRBPs and Teams/ TD</p>	<p>The numbers are as follows: 2015/2016 - 16 formal disciplinary cases 16 white – 0 BAME</p>	<p>Ongoing</p>

<p>that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation*</p> <p>*Note: this indicator will be based on data from a two year rolling average of the current year and the previous year.</p>	<p>procedures.</p> <p>3. Check for significant differences between the ethnicity of staff entering the disciplinary process and those receiving sanctions.</p>		<p>2014/2015 - 35 formal disciplinary cases 33 white 2 BAME.</p> <p>There are no common themes identified and there is no increased likelihood of entering the disciplinary process for BAME staff.</p> <p>This will be monitored annually at year end so this will be for the next update</p>	
<p>4. Relative likelihood of BAME staff accessing non-mandatory training and CPD as compared to White staff</p>	<p>1. Ensure robust systems for collating and analysing data.</p> <p>2. Encourage BAME staff on to the coaching programme.</p> <p>3. Ensure Appraisal system has been Equality Impact assessed to be culturally sensitive.</p> <p>4. Use positive action to encourage BAME staff onto NW Leadership Academy National programmes (funding permitting).</p>	<p>Jane Meek / Sharon Adams/ OD Team</p>	<p>1. OLM system is currently being developed further to record all training. ESR enhance will support this further (due Autumn 2016).</p> <p>2. Stepping Up Programme – two members of staff from BAME backgrounds have shown interest in taking this forward. Unfortunately, one staff member did not pursue the programme further and the other applied but had to withdraw once she had the programme timetable as it was not compatible with family commitments.</p>	<p>Ongoing</p>
<p>5. KF 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p>	<p>1. Improve return rate for staff survey 2015 to improve validity of data.</p> <p>2. Breakdown data by department/profession if possible to gain better understanding of responses between White staff and BAME groups.</p> <p>3. Engage with BAME groups to understand responses from BAME staff e.g. use survey monkey to maintain confidentiality.</p>	<p>Sharon Adams/ Sarah Cumberbirch</p>	<p>1. Staff survey 2016 completed by over 2500 staff this is an increase on 2015 – return rate from BAME groups representative of number of BAME staff in the Trust.</p> <p>2. Detailed analysis of issues pertinent to BME staff will take place during 2017 and action taken to explore issues further.</p> <p>3. Staff engagement action plan in place by Division and Trust Wide which includes</p>	<p>Ongoing</p>

			<p>actions to further identify issues specifically relating to BAME staff.</p> <ol style="list-style-type: none"> 4. Roll out Freedom to Speak Up Guardian training and infrastructure by December 2017 to support the development of an open, transparent and honest culture 5. Quarterly monitoring of trends by Executive Directors via divisional performance reviews. 	
6. KF 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	1. Engage with BAME staff to better understand the staff survey results e.g. survey monkey.	HR BP's	<ol style="list-style-type: none"> 1. Staff Engagement working group monitor results of pulse check surveys and national staff survey information. 2. Specific focus groups to address this. 3. Quarterly monitoring of trends by Executive Directors via divisional performance reviews. 4. Trust Board paper submitted with full action plan for monitoring. <p>Latest bullying and harassment audit has not shown any concerns relating to E&D – there is no greater likelihood of BAME staff experiencing Bullying and Harassment than any other staff.</p>	Ongoing
7. KF 27. Percentage believing that trust provides equal opportunities for career progression or promotion	1. Engage with BAME staff to gain better understanding of staff survey results e.g. survey monkey.	OD/ Sharon Adams	<ol style="list-style-type: none"> 1. Staff Engagement working group monitor results of pulse check surveys and national staff survey information bi-monthly. 2. Specific focus groups to address this. 	Ongoing
8. Q23. In the last 12	1. Analyse cases to identify any common	HR	1. Staff Survey Results available in early 2017	

<p>months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues</p>	<p>themes/issues or hot spots. 2. Identify corrective action to be taken e.g. E&D and unconscious bias training.</p>	<p>Teams/ TD</p>	<p>to review any themes, issues or hot spots. 2. Develop E&D and Unconscious Bias Training – UB awareness sheet included in E&D training, placed on OneHR, circulated to HRBP's, managers and all interview panel members.</p>	<p>2 - completed</p>
<p>9. Boards are expected to be broadly representative of the population they serve</p>	<p>1. Take positive action to encourage diverse applicants.</p>	<p>Director of HR & OD</p>	<p>1. Review appointments process for Board appointments 2. Non-Executive Director periods of appointment have been provided to the Recruitment team so that recruitment campaigns can be undertaken as/when NED appointments become vacant. – a number of BAME group (Chinese, Polish, Hindu, African/Caribbean/ Islamic Communities) were contacted and sent details of the vacancies along with a JD and PS in March 17.</p>	<p>Ongoing</p>