

Equality Diversity and Inclusion Implementation Committee

20 May 2019

Workforce Race Equality Standard Action Plan

Report Prepared By:	Tina Daniels	
Contact Details:	57375	
Date of Report:	May 2019	
Purpose of Report:		
To monitor the progression of any equality and diversity work being carried out across the Trust to ensure inclusion and equality of access to services and improve patient and staff experiences.		
1 <input type="checkbox"/>	2 <input checked="" type="checkbox"/>	3 <input type="checkbox"/>
For Information	For Discussion	For Approval
Recommendations:		
Continue to monitor training figures Promote courses from NW Leadership Academy/NHS Employers/In-house Identify good practice within divisions and promote across remaining divisions		
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 7.56% of BAME staff which is more than representative of the community we serve which is 96.79% White British and 3.3% BAME.

Current position

There are 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. Work has taken place on the recruitment process at the last shortlisting for two NED vacancies and blind shortlisting was introduced as part of this process.

There has been a slight increase in the number of BAME staff recruited and accessing training over the last two years. Although the increases have been small it is a positive move and shows the actions being taken are fit for purpose.

An anomaly has been identified under indicator 3 where multiple investigations were required involving a number of staff including BAME, which has skewed the overall figures in this report.

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 May 2019
- Receive an updated report May 2019

WORKFORCE RACE EQUALITY STANDARD (WRES)-ACTION PLAN 2019/2020

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>G</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>	<ol style="list-style-type: none"> 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>Andrea Padgeon</p>	<ol style="list-style-type: none"> 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 and we have recently carried out recruitment exercises overseas for both Medical and Nursing staff and this has led to a greater number of BAME staff. <p>All the recruitment work is ongoing as we are constantly trying to reach out to new possible candidates and this generally means international recruitment. We are also working with the Medical Education team to ensure that international Medical Graduates are given an extended induction to help them settle into the NHS</p>	<p style="text-align: center;">G</p>
<p>3. Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary</p>	<ol style="list-style-type: none"> 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 procedures. 3. Check for significant differences between the ethnicity of staff entering the disciplinary process and those receiving sanctions. 	<p>Eleanor Palmer-Rigby/ TD</p>	<p>The numbers are as follows:</p> <p>2018/19 – 163 formal disciplinary cases – 131 white – 22 BAME – 10 not stated</p> <p>2017/18 – 30 formal disciplinary cases – 26 white – 4 BAME (1 Romanian/1 Spanish/1 Nigerian/1 Pilipino)</p>	<p style="text-align: center;">G</p>

<p>investigation* *Note: this indicator will be based on data from a two year rolling average of the current year and the previous year.</p>			<p>2016/17 – 30 formal disciplinary cases 28 white – 2 BAME (1Spanish/1Philipino)</p> <p>2015/2016 - 16 formal disciplinary cases 16 white – 0 BAME</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. (no changes – year has not closed)</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. 2. Encourage BAME staff on to the coaching programme. 3. Ensure Appraisal system has been Equality Impact assessed to be culturally sensitive. 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 development allows the recording of all training. ESR enhance will support this further.</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>3. The NHS Ready Now Programme for 2019 has been launched and information about this opportunity has been circulated to all staff in the Weekly News circular w/c 28/1/19.</p>	<p>G</p>

<p>5. KF 18. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p>	<ol style="list-style-type: none"> 1. Improve return rate for staff survey 2015 to improve validity of data. 2. Breakdown data by department/profession if possible to gain better understanding of responses between White staff and BAME groups. 3. Engage with BAME groups to understand responses from BAME staff e.g. use survey monkey to maintain confidentiality. 	<p>Sharon Adams/ Sarah Green</p>	<ol style="list-style-type: none"> 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. 2. Detailed analysis of issues pertinent to BME staff will take place during 2019 and action taken to explore issues further. 3. Staff engagement action plan in place by Division and Trust Wide which includes actions to further identify issues specifically relating to BAME staff. 4. Roll out Freedom to Speak Up Guardian training and infrastructure 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. 	<p>G</p>
<p>6. KF 19. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months</p>	<p>Monitor bullying and harassment cases to understand if there is any increased likelihood of BAME staff being involved in cases</p>	<p>Eleanor Palmer-Rigby</p>	<ol style="list-style-type: none"> 1. Staff Engagement working group monitor results of pulse check surveys and national staff survey information. 2. The bullying and harassment audit for 2018/19 shows that there 18 cases raised formally and 2 of those were raised against staff from BAME/BAME Mixed backgrounds. There is no evidence that any of the cases related to any protected characteristics. 3. Bullying and harassment policy updated in 2018 4. New training course designed and delivered regarding bullying and harassment 	<p>G</p>

			No changes – still current	
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. 3. The Staff ED&I Ambassador Network now has 4 ethnic members 4. Ready Now programme for BAME staff being promoted Jan19 	G
8. Q23. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	<ol style="list-style-type: none"> 1. Analyse cases to identify any common themes/issues or hot spots. 2. Identify corrective action to be taken e.g. E&D and unconscious bias training. 	HR Teams/ TD	<ol style="list-style-type: none"> 1. Staff Survey Results available in early 2019 to review any themes, issues or hot spots. 2. Develop E&D and Unconscious Bias Training – UB awareness information included in E&D training, placed on OneHR, circulated to HRBP's, managers and all interview panel members. 	G
9. Boards are expected to be broadly representative of the population they serve	1. Take positive action to encourage diverse applicants.	Director of HR & OD	<ol style="list-style-type: none"> 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 groups (Chinese, Polish, Hindu, African/Caribbean/ Islamic Communities) were informed of the NED vacancies including a JD and PS in January 19. 	G



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