

Review of Equality and Diversity including WRES and Action Plan for 2017-22

Workforce Race Equality Standard (WRES) ACTIONS FOR 2017-22

WRES Indicator	Workforce analysis 2016-17	WRES Action
<p>(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.</p>	<p>Band 5 which includes registered nurses from overseas has more BME staff (53%) in comparison to non-BME staff. All other categories have more non-BME staff than BME. Ratio of BME staff to non-BME staff reduced considerably with higher bands Band 8a =12% Band 8b =15% Band 8c =0.3% Band 8d =0% These figures are similar to 2015-16</p>	<ul style="list-style-type: none"> • Equalities and Diversity Strategy agreed and signed off • WRES action plans being constantly reviewed and revised • Dissemination of the annual report on workforce Equality and Diversity to all managers and post on the intranet • Actions agreed and timetabled for 2017-22 • Leadership buy-in and visibility
		<ul style="list-style-type: none"> • Analyse workforce reports to identify specific departments, job roles where BME staff are poorly represented • Work with senior managers in these areas to develop plans to identify the underlying reasons and potential solutions and potential blockages to senior management positions • Propose and implement staff development workshops for BME staff (Personal Effectiveness, Career Planning and Job interview skills)
		<p>Actions completed</p> <ul style="list-style-type: none"> • Uploaded reports on the intranet relating to staff survey and workforce Diversity • Uploaded all related policies on the intranet (Exit interview, Raising concerns (Whistleblowing) policy, Zero tolerance, Dignity at work policy, Stress Management policy) • All policies are timetabled to be reviewed at regular intervals in 2017 • Promoted and circulated national leadership development programmes for BME staff (B6&B7)
		<ul style="list-style-type: none"> • Reviewed Exit interviews process – (Guidelines for staff and manager, information gathered, analysis and appropriate actions taken by HR). • Information for staff posted on the Intranet for easy access • Proposal and implementation of a training plan for the managers to include the importance of the exit interviews and related process in R&S training • Proposal to review training plans for staff and managers in 2017 with bigger emphasis on diversity & equality and staff wellbeing

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	(2) Relative likelihood of staff being appointed from shortlisting across all posts.	BME staff are nearly 3 times less likely to be appointed from their application stage. This figure has improved from last year by 10%.	<ul style="list-style-type: none"> • Reviewed and implemented Recruitment and Selection training for all staff involved in the recruitment for the Trust to increase the % of BME staff appointed from shortlisting <p>Actions Completed</p> <ul style="list-style-type: none"> • Reviewed and implemented new induction programme with extra support for overseas nurses and HCA from BME background • Analysed and address a need for additional support which was provided through well planned induction, regular updates and 121 • Successfully recruited through the Apprenticeship programme staff from a diverse background under the category of “hard to reach groups” <ul style="list-style-type: none"> • Recruitment and Selection training rolled out throughout the Trust for all managers with recruiting responsibilities and their so as to be aware of the BME issues during recruitment process <ul style="list-style-type: none"> • Reviewed and implemented of recruitment methods. Introduced social media(Facebook & Twitter) in the Trust recruitment cycle to reach and attract potential candidates from all protected characteristic communities
	(3) Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.	<p>Number of ER cases in BME staff are 30% higher than non-BME staff. No separate data is available for Bullying and harassment cases only)</p> <p>ER (Bullying & Harassment, ET, Disciplinarys, Appeals, Capabilities, Absence management, Grievances & investigations)</p>	<ul style="list-style-type: none"> • Plans and proposals to improve the data collection for all formal and informal disciplinarys so that appropriate actions can be agreed to support BME staff • Proposals to capture this data through ESR • Highlight the role of “Freedom to Speak Up Guardian” • Make staff aware of “Dignity at Work” policy, especially during induction • Publish the role of Freedom to Speak Up Guardian in the Trust • Publish a communication plan to encourage staff to raise concerns • Publish an engagement strategy to create an open and transparent culture within the Trust • Propose and engage with staff side colleagues and willing BME representatives to gain a greater understanding of this issue and seek feedback on reasons of disciplinary of BME staff • Train managers in how to have difficult conversations with BME staff • Write guidance for managers to deal with staff diversity

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(4) Relative likelihood of staff accessing non-mandatory training and CPD	% of BME staff accessing Stat & Mandatory training is aligned to the ethnic workforce profile of the Trust. BME staff accessing training is 88.5% as compared to 93.5 of non-BME staff	<ul style="list-style-type: none"> Review of data through annual reports (Workforce Diversity Report – E& Diversity report) To improve data gathering of the non-mandatory training of the BME staff CPD data not available but appraisal figures are continuously monitored All BME staff are made aware of national management development training programmes
(5) Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.	Data unavailable	<ul style="list-style-type: none"> Continuous communication campaigns undertaken to inform all service users and visitors to the Trust regarding the Trust’s Zero Tolerance approach to bullying, harassment, abuse and violence of staff All Datix reports are reviewed All incidents of abuse, harassment and violence are recorded through Datix reporting and monthly reports analysed to identify trends and agree actions All staff are required to train on Datix to ensure accurate reporting of all incidents <p>Actions Completed</p> <ul style="list-style-type: none"> Occupational Health has reviewed the Stress Management policy to ensure that appropriate support is offered to all staff who experience harassment, bullying or abuse at work All staff have been notified of the revised policy Managers are trained to identify staff with stress and take appropriate actions Reviewed the investigations into all incidents of harassment, bullying and abuse from patients to ascertain reasons for an increase in % BME staff receiving them. No trends were found
(6) Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months compared to White staff.	Data unavailable	<ul style="list-style-type: none"> The Trust continues to carry out regular communication campaigns to staff regarding bullying and unacceptable behaviours, highlighting the Trust’s Zero Tolerance approach Encourage Trust wide use of mediation as a resource to resolving conflict and issues within teams/ individuals <p>Actions Completed</p> <ul style="list-style-type: none"> Occupational health has reviewed the Stress Management policy to ensure that appropriate support is offered to all staff who experience harassment, bullying or abuse at work All staff have been notified of the revised policy Managers are trained to identify staff with stress and take appropriate actions

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(7) Percentage believing that Trust provides equal opportunities for career progression or promotion.	21% believe that RSCH provides EO for career progression No data available for a breakdown of BME to non-BME staff	<ul style="list-style-type: none"> Develop strategies to increase BME staff in senior roles through internal promotion <p>Actions Completed</p> <ul style="list-style-type: none"> Reviewed the R&S processes to ensure that all training opportunities and internal vacancies are promoted to ensure equal opportunities and are widely accessible by all staff including BME staff
(8) In the last 12 months have you personally experienced discrimination at work from any of the following: Manager/team leaders or other colleagues?	Staff survey 2016 indicates that 20% experienced discrimination No data available for a breakdown of BME to non-BME staff	<ul style="list-style-type: none"> Examine qualitative and quantitative data collected on employee relations to determine trends in specific departments, roles or pay bandings where review and action is required Proposals for 2017 to monitor exit interview data to identify any particular trends and issues relating to staff leaving for these reasons
(9) Percentage difference between the organisation's Board voting membership and its overall workforce	Board members BME =0% Non-BME = 75% Not stated = 25% Current workforce BME = 30% Non-BME =62%	<ul style="list-style-type: none"> Increase BME representation at senior and Board level Plans in 2017 to ensure that external agencies used to recruit to senior positions are compliant with the Equality and Diversity requirements All vacancies for the position of ED or NED were advertised through social media to ensure a wide coverage within the local community <i>Board members 1 chairman, 2 non-exec directors, 6 exec directors = 12</i> <i>Non-BME = 9 BME =0 Not stated =3</i> To link to national initiative to increase Board member representation of the BME staff

EQAULTY AND DIVERSITY ACTIONS PLANS

	E&D issues	KPIs/update	Actions	
	E&D Strategy Board	Last meeting on 16/12/2016	<ul style="list-style-type: none"> • To re-establish the Strategy Board • To produce E&D terms of reference 	
	Staff Survey	Increase participation of Staff in annual staff survey return, especially BME staff	<ul style="list-style-type: none"> • Initiate engagement activities with BME Staff to gain feedback and facilitate increased uptake of BME participants in 2016 NHS Staff Survey • Payslip reminder to go to all staff before the staff survey questionnaires are sent • T&D to work together with HR to plan and deliver a communication and engagement plan with staff 	
	ESR	Improve ESR data gathering on disclosure of disability, religion and belief and sexual orientation to 20%	<ul style="list-style-type: none"> • To continue to improve data accuracy by repeating staff database validation exercises every 2 year • To promote reasons for collection of sensitive personal data • To publicise the appointment of Freedom to Speak Up Guardian 	
	Diversity and inclusive culture	Increase % of disabled staff	<ul style="list-style-type: none"> • Employ Diversity Champions • Become member of Disabilities Rights UK • Link into national initiatives such as "I can make it" to increase opportunities for people with disabilities • Apply for Two ticks symbol 	
		Increase age diversity	<ul style="list-style-type: none"> • Introduce initiatives to recruit young people between the ages of 18-22 • Develop flexible retirement programmes • Train managers in implementation of the Flexible employment policy to retain staff through flexibility • Introduce programmes to support staff with caring responsibilities 	
		Increase GBLT workforce	<ul style="list-style-type: none"> • To propose a programme to recruit a GBLT champion 	
		Increase Gender diversity at the Board level	<ul style="list-style-type: none"> • To propose a strategy to increase the Board level representation of a diverse workforce 	
	Non-mandatory training	To gather data through ESR and annual appraisal process of all training accessed by staff	<ul style="list-style-type: none"> • Gather and analyse data to find trends of staff training and compare BME to non-BME staff training 	

	Increase flexibility in employment for men 78% females work flexibly as compared to 22%	To promote flexibility of employment amongst all staff, especially men	<ul style="list-style-type: none"> • To offer flexibility through Trust Bank 	
	Develop BME network		<ul style="list-style-type: none"> • Development of Trust Diversity network • Assign a board champion for BME network • Undertake focus group to ask BME staff about their experiences of interview/recruitment in the Trust • Recruit Black History Month Committee • Recruit Cultural Ambassadors 	

Reference

- NHS employers/Home/Yourworkforce/need to know/working longer groups/tools and resources/age awareness toolkit
- NHS employers/Equality and Diversity in Practice
- New Guidance on setting up staff support network (NHS employers)