

Workforce Race Equality Standard (WRES) Action Plan, 2021-2023

WRES Indicator & Objective	Gaps	Action	Responsible Lead	Status update (RAG)
<p>Indicator 1: Percentage of staff in each of the AfC Bands 1-9 or Medical and Dental subgroups and VSM compared with the percentage of staff in the overall workforce</p> <p>Objective: To ensure fair representation of BAME staff in senior roles, in line with A Model Employer</p>	In the 2021 WRES data report 13.3% of the workforce identified at BAME heritage.	Establish the Equality, Diversity and Inclusion workforce dashboard, whereby ethnicity data can be monitored, reviewed and acted upon at a corporate, divisional/directorate and business unit level.	Tim Couchman	24.08.21 – ED&I workforce dashboard work in progress AMBER
	In AfC bands there is a trend of more BAME heritage staff being in junior bands.	Review and analyse Trust Model Employer data / performance and develop plans for positive action to address disparity.	Tim Couchman / new B7 tbc	RED
	In Medical and Dental subgroups the percentage of BAME heritage staff increases significantly.	Review and analyse Trust Medical WRES data and develop plans for positive action to address disparity.	Tim Couchman / new B7 tbc	RED
		Strengthen the support for and promote the ULHT BAME Staff Network	Tim Couchman / new B7 tbc	RED
		Embed Cultural Intelligence (CQ) and Inclusion training	Tim Couchman	24.08.21 – Lincs ICS commitment of which ULHT is a lead player. Initial training sessions delivered June 21. Roll-out plan in development.

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				AMBER
<p>Indicator 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>Objective: Implementation of the national Six High Impact Actions to Overhaul Recruitment and Promotion Practices</p>	<p>WRES data 2016-2021 evidences an improvement since 2019.</p> <p>2021 data evidences that BAME staff more likely to be appointed compared to white staff (0.83 likelihood)</p>	<p>Undertake an in-depth review of the 2021 data to identify areas / professional groups of good practice, where learning needs to be shared.</p>	<p>Tim Couchman / new B7 tbc</p>	RED
		<p>Ensure Executive Senior Managers own the agenda, as part of culture changes in organisations, with improvements in BAME representation (and other under-represented groups) as part of objectives and appraisal by setting specific KPIs and targets linked to recruitment which are time limited, specific and linked to incentives or sanctions</p>	<p>Tim Couchman / Saumya Hebbar</p>	<p>24.08.21 – Implementation plan 2021-2022 completed and submitted to NHSE&I region. <i>Further detail of action delivery to follow.</i></p> <p>AMBER</p>
		<p>Introduce a system of ‘comply or explain’ to ensure fairness during interviews. This system includes requirements for diverse interview panels, and the presence of an equality representative who has authority to stop the selection process, if it was deemed unfair.</p>	<p>Tim Couchman / Saumya Hebbar / Victoria Oblitey / Karen Taylor</p>	<p>24.08.21 – Implementation plan 2021-2022 completed and submitted to NHSE&I region. <i>Further detail of action delivery to follow.</i></p> <p>AMBER</p>
		<p>Organise talent panels, creating a ‘system-wide’ ‘database’ of individuals who are eligible for promotion and development opportunities and ensure these are advertised to all staff, agree</p>	<p>Tim Couchman / Jane McLean (ICS) / Valerie Almira-Smith / Rosella</p>	<p>24.08.21 – Implementation plan 2021-2022 completed and submitted to NHSE&I region. <i>Further detail of action delivery to follow.</i></p>

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		positive action approaches to filling roles for under-represented groups and set transparent minimum criteria for candidate selection into talent pools.	Gugliotta / Caroline Shepherd	AMBER
		Enhance EDI support available to train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies and to ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.	Tim Couchman / Saumya Hebbar / Victoria Oblitey / Caroline Shepherd	24.08.21 – Implementation plan 2021-2022 completed and submitted to NHSE&I region. <i>Further detail of action delivery to follow.</i> AMBER
		Overhaul interview processes to incorporate training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used, ensure adoption of values-based shortlisting and interview approach and consider skills-based assessment such as using scenarios.	Tim Couchman / Saumya Hebbar / Jennifer Makwana	24.08.21 – Implementation plan 2021-2022 completed and submitted to NHSE&I region. <i>Further detail of action delivery to follow.</i> AMBER
		Introduce/Develop resources, guides and tools to help leaders and individuals have productive and ‘safe’ conversations about race.	Tim Couchman	24.08.21 – Implementation of CQ training commenced June 2021. System roll-out being developed as an ICS. AMBER

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<p>Indicator 3: Relative likelihood of staff entering the formal disciplinary process as measured by entry into a formal disciplinary investigation</p> <p>Objective: To eliminate disparity between BAME and white individuals</p>	2016 – 2021 WRES data reports little sustained improvement, with trend deteriorating since 2019.	Develop an effective implementation and communication's plan for the recently revised and published Disciplinary Policy.	Karen Taylor	RED
		Ensure CQ training is aligned to further develop managers' understanding of potential cultural bias in disciplinary processes. Consider alignment of CQ / Culture and Leadership training to all people dealing with disciplinary processes.	Tim Couchman	24.08.21 – CQ training scoped for imminent roll-out. AMBER
		Embed Reverse Mentoring in the mentoring and coaching offer of the Trust.	Tim Couchman / Valerie Almira-Smith	24.08.21 – Recruitment to Reverse Mentoring, cohort 3, on temporary hold due to CV-19 wave 3. AMBER
		Improve the data quality relating to Disciplinary Processes by embedding within the national ESR reporting platform.	Karen Taylor	RED
		Work with the BAME staff network to develop and propose a cultural ambassador (independent person) role, to support preliminary formal investigation processes to help eliminate any potential bias.	Tim Couchman	03.09.2021 – need to ascertain whether we have approval for this. RED

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		Embed use of the national Patient Safety 'Just Culture' guidance as a framework for improvement.	Karen Taylor	RED
Indicator 4: Relative likelihood of staff accessing non-mandatory training and CPD Objective: No difference in likelihood of accessing non-mandatory training between White and BME staff	Since 2016 data evidences and improvement in this indicator. However, since 2018 the data return has remained roughly the same, reporting 1.28 in 2021.	Seek to identify reasons with a root cause analysis of data and establish where there is variation across divisions, directorates and clinical business units.	Workforce Intelligence Team	RED
		Develop plans, in partnership with the BAME staff network, to ensure training opportunities are accessible to people of Black, Asian and Minority Ethnic heritages.	Tim Couchman	RED
Indicator 5: Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the	During 2016-2021 evidence of steady deterioration in the 'lived working experience' of both BAME and white staff. For	Undertake a detailed review, using root cause analysis, of the Trust data for this indicator, to identify trends, clinical areas, professional groups where detailed interventions are required.	Tim Couchman / new B7 tbc / OD Team	RED
		Develop, promote and deliver values based interventions to support staff affected by harassment, bullying and abuse from patients, relatives or the	OD Team	RED

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<p>public in the last 12 months</p> <p>Objective To reduce percentage experiencing harassment abuse from patients and provide support to staff with mechanisms to raise concerns</p>	<p>note – slight improvement in the 2020 National NHS Staff Survey results.</p>	<p>public, aligned to the Trust's existing staff health and well-being offer.</p>		
		<p>Seek to improve confidence and working relationships through Trust's mediation service (to be developed) and coach mentoring offer</p>	OD Team	RED
		<p>Review Trust's 'Zero Tolerance' campaign (yellow/red card scheme)</p>	Comms Team	RED
		<p>Engage with local Police to ensure a safe process is established through which hate crimes can be reported.</p>	Tim Couchman	RED
<p>Indicator 6: Percentage of staff experiencing harassment bullying or abuse from staff in the last 12 months</p> <p>Objective: Improved staff experience evidenced in</p>	<p>In the period 2016-2021 there has been nominal improvement in relation to this indicator and the reported levels are unacceptably high. Further, since 2017 the disparity difference</p>	<p>Root cause analysis to establish hot spots and trends in divisions / directorates / clinical business units.</p>	Tim Couchman / new B7 tbc / OD Team	RED
		<p>Divisions / directorates / clinical business units to develop and implement plans to address issues identified in the root cause analysis.</p>	tbc	RED
		<p>Engagement with the Freedom to Speak Up Guardian to ensure a culturally intelligent (CQ) approach to FTSU Champions is developed and embedded.</p>	tbc	RED
		<p>Policy imperative relating to harassment, bullying and abuse to be</p>	Caroline Shepherd	RED

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staff survey results	between BAME and white staff has remained around 6%.	review, revised and strengthened where required.		
		Demonstrate alignment to the Culture and Leadership and CQ programmes.	Tim Couchman / Helen Nicholson	RED
Indicator 7: Percentage of staff believing that organisation provides equal opportunities for career progression or promotion Objective: To close the gap in experience and perception of White and BME staff. For ULHT to demonstrate improvement when compared with benchmarked Trusts	During the period 2016-2021 there has been a steady decline in the reported experience of all staff. However, the experience of our BAME staff is consistently poorer than our white staff and the disparity gap in 2021 was 10%.	Embed the Reverse Mentoring programme into the wider mentoring / coaching offer.	Tim Couchman / Valerie Almira-Smith	24.08.21 – Recruitment to Reverse Mentoring, cohort 3, on temporary hold due to CV-19 wave 3. AMBER
		Promote the Visible Leader scheme in the Black, Asian and Minority Ethnic staff network.	Tim Couchman / new B7 tbc	30.09.2021 – review of the current visible leaders commenced to establish a baseline for the number of visible leaders currently active in the Trust. AMBER
		Focus on understanding and addressing bias through the Cultural and Leadership and CQ programmes	Tim Couchman / Helen Nicholson	RED
		Work with the BAME staff network to realise the ambition of creating an anti-racism culture.	Tim Couchman / new B7 tbc	RED
		Ensure all interim, acting up, secondment and stretch opportunities are advertised and recruited to in a fair and transparent manner.	Karen Taylor	RED

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<p>Indicator 8: In the last 12 months have you personally experienced discrimination at work from manager/leader/ or other colleagues</p> <p>Objective: To close the gap in experience between White and BME staff in responses to this question.</p>	<p>In the period 2016-2021 not only has the reported experience of all staff deteriorated in related to this indicator, the disparity in experience between Black, Asian and Minority Ethnic staff and white staff has widened (>12% in 2020 NHS Staff Survey)</p>	<p>Undertake a root cause analysis of this data through the new ED&I dashboard to better understand and identify the hot spot areas and the areas of better practice.</p>	<p>Tim Couchman / new B7 tbc</p>	<p>30.09.2021 – ED&I workforce dashboard in development.</p> <p>AMBER</p>
		<p>Once the root cause analysis has been undertaken, work with the divisional / directorate leads to develop plans to address the issues identified.</p>	<p>Tim Couchman / new B7 tbc</p>	<p>RED</p>
		<p>Work with the Black, Asian and Minority Ethnic staff network to develop and create 'safe space' where issues of discrimination can be discussed, with associated sources of support available.</p>	<p>Tim Couchman / new B7 tbc</p>	<p>RED</p>
		<p>Review the previous work undertaken by the BAME Staff Network, which started to identify areas where discrimination occurs. Once reviewed, decide whether this work stream needs to be reinvigorated</p>	<p>Tim Couchman / new B7 tbc</p>	<p>RED</p>
<p>Indicator 9: Percentage difference between the organisations' Board</p>	<p>In the period 2016 – 2021 the Trust has reported an entirely white Board, with the</p>	<p>Through the Reverse Mentoring scheme, provide people from the BAME staff network with the opportunity to mentor a Board member and experience a mentoring relationship at this level.</p>	<p>Tim Couchman / Valerie Almira-Smith</p>	<p>24.08.21 – Recruitment to Reverse Mentoring, cohort 3, on temporary hold due to CV-19 wave 3.</p> <p>AMBER</p>

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<p>membership and its overall workforce.</p> <p>Objective: To increase likelihood of BAME board representation</p>	<p>exception of 2018, when one Board member self-identified as being from a Black, Asian and Minority Ethnic heritage.</p>	<p>Staff network chairs and vice-chairs to be invited to Trust Leadership Team / Board meetings.</p>	<p>Tim Couchman / new B7 tbc</p>	<p>24.08.21 – Michael Oko, BAME network chair invited to September TLT</p> <p>AMBER</p>
		<p>Engagement with the Board through the Council of Staff Networks to develop plans to meaningful increase diversity on the Board</p>	<p>Tim Couchman / new B7 tbc</p>	<p>RED</p>
		<p>Seek assurance from the Trust Secretary that the process for seeking new Board members is inclusive.</p>	<p>Tim Couchman</p>	<p>RED</p>
		<p>Recruitment and development of BAME NEDS</p>	<p>Karen Willey</p>	<p>03.09.2021 – TC to contact KW</p> <p>RED</p>