Workforce Race Equality Standard (WRES) Action Plan 2022 - 23

WRES Indicator	Current WRES Performance	Lead	Actions	Timescale
1. Percentage of staff in each of the AfC Bands 1-9 or medical and dental subgroups and VSM (including executive board members) compared with the percentage of staff in the overall workforce.	🔴	**Associate Director - OD, Wellbeing & Inclusion** Supported by: Director of Finance & Digital/People & OD Deputy Director of People EDI Project Manager	Set and approve "NHS: A Model Employer" targets to increase BME representation at senior levels in line with the overall workforce percentage of BME colleagues (16.76%) NHS: A Model Employer wres-leadership-strategy.pdf (england.nhs.uk) Further work required to determine further specific targets for AfC Bands 8a and above from 2023 to 2028 **Measurable outcome:** the Trust has agreed targets and action plan, which support positive action in recruitment (which is underpinned legally by the Equality Act 2010)	**Urgent:** December 2022
2. Relative likelihood of staff being appointed from shortlisting across all posts.	🟢	**Head of Recruitment & System working group: "Overhauling Recruitment" (Lincs People Plan)**	**Inclusive recruitment review** (existing action in NHS Lincolnshire "Belonging" Strategy) – attraction, recruitment and selection methods; job descriptions; training recruiting managers Reporting is on a whole-Trust basis. The Trust will seek to understand the data for each professional group & by division for further assurance. Consider if TRAC data better than ESR data for metric	In progress Target completion date: June 2023 February 2023

		Supported by: Associate Director of Workforce EDI Team	**Measurable outcome** – achieve parity (1.0)	January 2023
3. Relative likelihood of staff entering the formal disciplinary procedure, as measured by entry into formal investigation.	🟢	**Associate Director of Workforce & System working group: "Reducing the Disciplinary Gap" (Lincs People Plan)** Supported by: Associate Director of Workforce Strategic HR Business Partners	**Actions from the Lincolnshire People Plan - Belonging Strategy (Reducing the disciplinary gap)** - Equip line managers with skills/confidence in giving feedback effectively; having "difficult conversations" particularly around behaviours which do not align ULHT values - Design a "roadmap" around values & behaviours which outlines the impact of positive & negative behaviours - Review disciplinary, grievance and bullying & harassment policies **Measurable outcome:** reduce gap further from 1.13 to parity (1.0) i.e. BME colleagues are no longer more likely than white colleagues to enter a formal disciplinary procedure	In progress Target completion date: June 2023
4. Relative likelihood of accessing non-mandatory training & CPD	🟢	**EDI team**	Whilst progress is positive, it is important to understand the reasons behind the improvement in this ratio and to use this information to help maintain this performance **Measurable outcome:** understand factors / conditions in which this improvement has been achieved	February 2023

| 5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. | 🟡 | **Associate Director - OD, Wellbeing & Inclusion**

Associate Director of Workforce
Supported by:

Executive sponsors for Staff Networks

Staffside

Staff Networks

EDI team

United Against working group | **Continue implementation of United Against programme:** actions embedded in Lincolnshire System Belonging Strategy ("Bullying & Harassment" work stream); and delivery plans for EDI Objectives and the People Promise

Summary of key actions:
- Improve reporting mechanisms to ensure ease of access for all staff as well as an anonymised option
- Comprehensive support for staff experiencing discriminatory behaviours
- Ensuring individuals reporting incidents are kept in the loop and made aware action underway and outcomes
- Support, guidance and advice for staff members responsible for managing incidents
- Robust monitoring and reporting of incidents
- Support and guidance for bystanders
- Staff training

Measurable outcome:
Incremental improvement in NHS Staff Survey results from 2022/23 onwards

1. Achieve upward scores and a positive trajectory for NSS results for this indicator.
2. Achieve 'national average score' for Acute Trusts in all indicators
3. Achieve above average scores and position ULHT in upper quartile for NSS results for all | In progress

Target completion date: December 2023 |

| 6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. | 🔴 | **Associate Director - OD, Wellbeing & Inclusion**

Supported by:

Executive sponsors for Staff Networks

Staffside

Staff Networks

EDI team

United Against working group | Continue implementation of United Against programme (see actions detailed in indicator 5)

Actions embedded within delivery plans for ULHT EDI Objectives and People Promise

Actions embedded within Culture and Leadership programme

Civility actions embedded in Lincolnshire Belonging Strategy and part of the 'Bullying & Harassment' work-stream

CQ Leading Inclusively with Cultural Intelligence programme (system and Trust level)

Measurable outcome:

Incremental improvement in NHS Staff Survey results from 2022/23 onwards

1. Achieve upward scores and a positive trajectory for NSS results for this indicator.
2. Achieve 'national average score' for Acute Trusts in all indicators
3. Achieve above average scores and position ULHT in upper quartile for NSS results for all | In progress. Target completion date: December 2023

EDI objectives cover 2023-2025

June 2023

June 2023 |

7. Percentage believing that trust provides equal opportunities for career progression or promotion	🔴	Please see details for indicators 1 and 2	**Inclusive recruitment review** (existing action in NHS Lincolnshire "Belonging" Strategy) – attraction, recruitment and selection methods; job descriptions; training recruiting managers **Measurable outcome:** Incremental improvement in NHS Staff Survey results from 2022/23 onwards 1. Achieve upward scores and a positive trajectory for NSS results for this indicator. 2. Achieve 'national average score' for Acute Trusts in all indicators 3. Achieve above average scores and position ULHT in upper quartile for NSS results for all	June 2023
8. Percentage of staff who personally experienced discrimination at work from a manager, team leader or other colleagues	🔴	Please see details for indicators 5 and 6	Please see details for indicators 5 and 6 above	As for indicators 5 & 6

| 9. Percentage difference between the organisation's Board voting membership and its overall workforce BME representation. | 🔴 | **Chair of Trust Board**

Supporting colleagues:

CEO's office, Trust Board Secretary

AD – OD, Wellbeing & Inclusion.

EDI team, including CQ Leading Inclusively facilitation for recruitment & selection process review

External recruitment & selection partners | There is no substantive* BME representation on ULHT Board. BME colleagues represent 16.76% of the overall workforce, 69% of the medical workforce, and 14% of the Agenda for Change clinical workforce.

Prepare now for future/pending vacancies on ULHT Board – actions required:

Prepare for future Trust Board vacancies by reviewing recruitment and selection process from inclusion perspective (aligns with action for WDES/Disability Board representation)

Measurable outcomes:

1. Inclusive Board recruitment & selection process established, and enacted when there is a vacancy

2. Increased representation at senior level

*The Board has one BME member on secondment from another Trust | April 2023 |

| Medical workforce - Supporting actions pending launch of local Medical Workforce Race Equality Standards (MWRES) by national WRES team. | | EDI Team

Supported by:

Medical Director's Office

Associate Director - OD, Wellbeing & Inclusion

Medical Staffing Team

Divisional Tri-umvirate Teams | *Following actions proposed and required to support BME medical colleagues:*

- Establish a working group to implement new "Welcoming & Valuing International Medical Graduates" standards. Group will identify and apply best induction practice for all professional groups and ensure agreed actions are properly embedded to achieve following outcomes: increased support for international new starters; and to support development of future Consultant pipeline

- Engage with Specialty/SAS/Locally-Employed Doctors (collectively referred to as *non-consultant grades* in WRES) to better understand their lived experience of working for ULHT; to ensure inform action required and eventually inform the Trust's MWRES action plan.

- To acknowledge the success of BME colleagues who are represented in Divisional Leadership posts | December 2022 - April 2023 |