

Workforce Race Equality Standard (WRES)

Action Plan 2021/2022

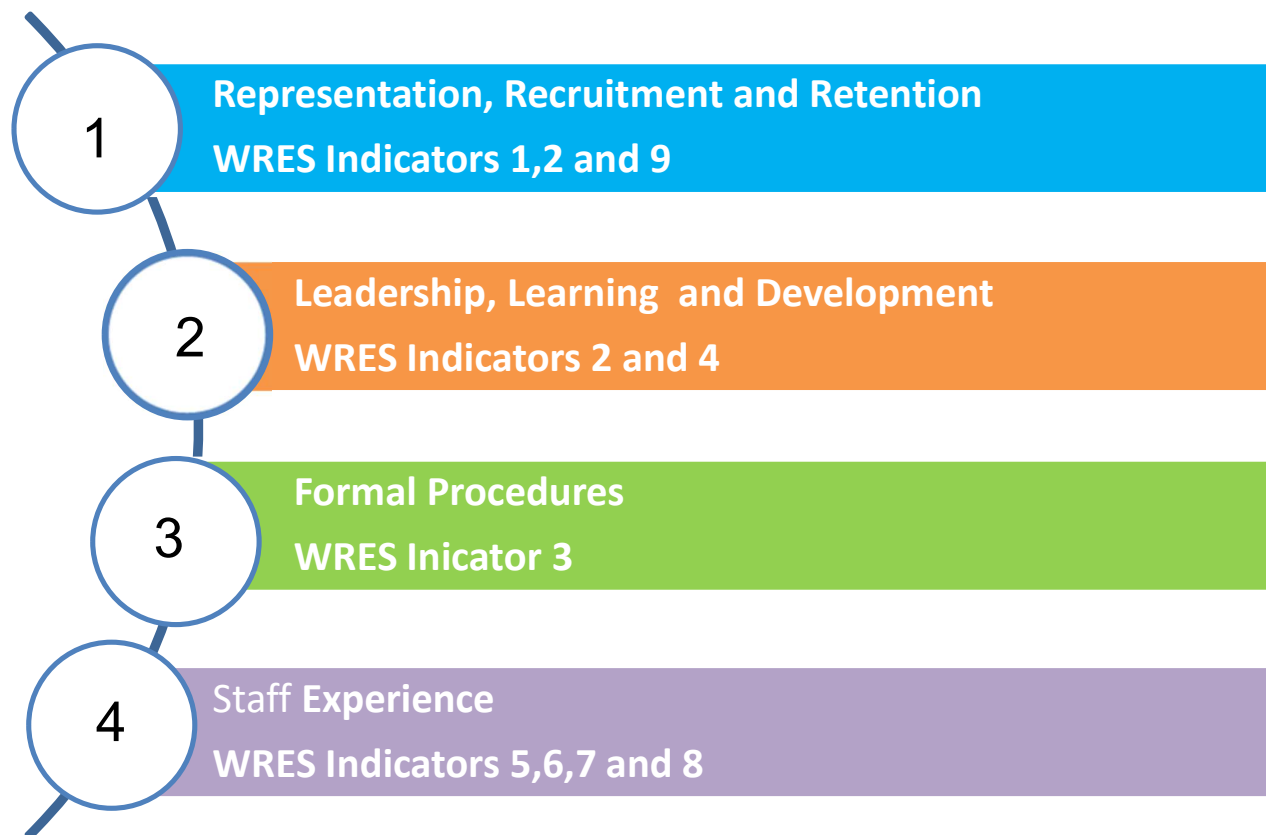


Leeds and York Partnership

NHS Foundation Trust

The Workforce Race Equality Standard (WRES) actions are presented under the following thematic areas;

Valuing our people to improve the care and health outcomes for our service users, carers and communities.



Workforce Race Equality Standard (WRES) Indicators

The WRES is comprised of nine indicators and further details of the indicators and required breakdown are as follows:

Workforce indicators - for each of these four workforce indicators, compare the data for white and BME staff

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 disaggregated by:

- Non-Clinical staff
- Clinical staff - of which
 - Non-Medical staff
 - Medical and Dental staff

2. Relative likelihood of staff being appointed from shortlisting across all posts.

3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.

4. Relative likelihood of staff accessing non-mandatory training and CPD.

National NHS Staff Survey indicators (or equivalent) - for each of the four staff survey indicators, compare the outcomes of the responses for white and BME staff.

5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.

6. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.

7. Percentage believing that trust provides equal opportunities for career progression or promotion.

8. In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other colleagues.

9. Percentage difference between the organisations' Board membership and its overall workforce disaggregated:

- By voting membership of the Board and by Executive membership of the Board.

Theme 1; Representation, Recruitment and Retention		Indicators 1, 2 and 9		
Action		Responsibility/Contributors	Status Update	Achieve By
1.1	Review the Trusts recruitment process from vacancy to on boarding in line with NHSE/I, linking in with the wider West Yorkshire and Harrogate System work to ensure consistency and best practice.	WRES Expert/Clinical Services Inclusion Lead in partnership with Strategic Resourcing Manager.	Review has commenced, preliminary actions submitted to NHSE/I, full review and recommendations to be completed by March 2022.	March 2022
1.2	Roll out inclusive recruitment and selection training model to all staff that sit on appointment panels, including the unbiasing of recruitment and values based practice.	Recruitment Team Manager, working in partnership with the Diversity and Inclusion Project Manager.	Implementation commenced May 2021 targeting top 60 most frequent recruitment panel chairs.	September 2022
1.3	Review policies and practices and undertake equality impact assessment on both HR and operational policies and processes, for issues of systemic discrimination by involving BME staff (and other staff equality groups).	Associate Director of Employment, in partnership with Head of Diversity and Inclusion and Staff network Chairs/Vice Chairs.	At each policy's review date via Employment Policy Review Group, process in place July 2021.	Ongoing
1.4	To establish and develop Cultural Inclusion Ambassador (independent person) role, to advise and constructively challenge recruitment processes to help eliminate any potential bias.	Head of Diversity and Inclusion, working in partnership with Associate Director of Employment.	Role developed working in partnership with RCN, recruitment commenced September 2021. Roles to be operational by March 2022.	March 2022
1.5	Introduce/Develop campaigns, resources, guides and tools to help leaders and individuals have productive and 'safe' conversations about race.	WREN staff network, in partnership with Communications Team and Head of Diversity and Inclusion.	A variety of campaigns have been undertaken. Communications and engagement yearly plan to be finalised by December 2021.	December 2021
1.6	Review representative recruitment panel approach for senior roles and expand further roll out with Cultural Inclusion Ambassadors (see action 1.5).	Head of Diversity and Inclusion, working in partnership with Associate Director of Employment and Recruitment Team.	Requirement for ethnic minority panel members for senior roles (B8c and above) introduced in 2020. Review to commence in December 2021 and expand to senior roles at B8a and above.	March 2022
1.7	Review and analyse Trust Medical WRES data and develop plans for positive action to address disparity.	Medical Directorate Manager and Head of Diversity and Inclusion.	Review and planning has commenced.	January 2022

Theme 2; Leadership, Learning and Development		Indicators 2 and 4		
Action		Responsibility/Contributors	Status Update	Achieve By
1.1	Continue delivery and development of Reciprocal Mentoring to give senior managers greater insights into the context and experience of BME colleagues in the workplace, with the aim to extend across other protected groups.	Head of Diversity and Inclusion in partnership.	Pilot programme commenced - October 2020; mid programme evaluation completed-September 2021. Programme completion and evaluation planned- March 2022.	April 2022
1.2	Embed Cultural Intelligence (CQ) and Inclusion learning and development; to expand the learning more widely across the Trust for example through participating in reciprocal mentoring.	Head of Organisational Development in partnership with Head of Diversity and Inclusion.	Evaluate the pilot of Cultural Intelligence and Inclusive Leadership programme and develop future delivery options- December 2021. Roll out programme- September 2022.	September 2022
1.3	Evaluate and develop the 'Moving Forward' career development programme aimed at supporting BAME staff at Bands 5 and 6, in partnership with South West Yorkshire, Bradford District Care and Mid Yorkshire NHS Trusts.	Learning and Organisational Development Lead.	Partnership programme commenced in 2021 and due to be completed by June 2022.	June 2022
1.4	Increase awareness of the opportunities for training, continuous professional development (CPD) and work-based learning, through promotion of the West Yorkshire and Harrogate System, regional, and national programmes and event through internal promotion/communications etc.	Working in partnership with our Head of Diversity and Inclusion, organisational Development, Workforce Race Equality Network (WREN), West Yorkshire and Harrogate System leads and Trust Communications Team.	Workshops, events and programmes actively promoted as they become available.	Ongoing
1.5	Review our WREN staff network and identify options for closer involvement with the Trust Board.	Head of Diversity and Inclusion in partnership with WREN network chair and Board Executive sponsor.	Review process to be agreed by November 2021.	March 2022

Theme 3; Formal Procedures		Indicator 3		
Action		Responsibility/Contributors	Status Update	Achieve By
1.1	Implement revised disciplinary process, incorporating a values based approach, using recommendations and feedback from our internal Workforce Race Equality Network and national best practice.	HR Business Partner.	In progress, engagement on revised process and approach being undertaken- implement by January 2022.	January 2022
1.2	Update and develop training on the use of formal and informal disciplinary procedures, incorporating a person centred values based approach and [un]conscious bias/cultural competence to managers.	HR Employee Relations Lead, working in partnership with Diversity and Inclusion Project Manager.	Training to be reviewed and revised by February 2022 (in line with revised disciplinary process).	January 2022
1.3	To establish and develop Cultural Inclusion Ambassador (independent person) role, to advise and constructively challenge disciplinary processes and practice to help eliminate any potential bias.	Head of Diversity and Inclusion, working in partnership with HR Business Partner and Associate Director of Employment.	Role developed working in partnership with RCN, recruitment commenced September 2021.	January 2022
Theme 4; People Experience			Indicators 5,6, 7 and 8	
Action		Responsibility/Contributors	Status Update	Achieve By
1.1	Develop guidance regarding the prevention of discrimination, harassment or abuse from patients and service users. This will provide clear guidance for managers on how to manage such situations, and empower colleagues to ensure cases are promptly reported and robustly dealt with.	Head of Diversity and Inclusion with support from Associate Director of People Experience.	Task group planned to be established by November 2021, with clinical service, health and safety and staff network representatives to co-develop and promote the guidance.	March 2022
1.2	Undertake a review, using root cause analysis, of workforce bullying and harassment data, to identify trends, clinical areas, professional groups where detailed interventions are required.	Head of Diversity and Inclusion in partnership with HR and Workforce Information.		March 2022

1.3	Review hate crime reporting processes and develop clear guidance, including available health and wellbeing support, for managers and colleagues.	Head of Diversity and Inclusion with support from Associate Director of People Experience.	Task group planned to be established by November 2021, with clinical service, health and safety and staff network representatives to co-develop and promote the guidance.	March 2022
1.4	From the health and wellbeing key findings in the NHS National Staff Survey, identify any areas for action by comparing the outcomes of the responses for white and BME staff.	Diversity and Inclusion Project Manager in partnership with Head of Health and Wellbeing.	Analysis to be undertaken once 2021 staff survey findings available.	May 2022
1.6	To review processes for advertising acting up, secondment or stretch opportunities to ensure that these are advertised internally in a transparent and consistent manner.	WRES Expert/Clinical Services Inclusion Lead in partnership with Strategic Resourcing Manager.	Review has commenced, aligned to Theme 1 point 1.1.	March 2022