

**Workforce Race Equality Standard (WRES)
Action Plan 2020/21**

Metric	Action	Lead	Timescales	Outcome	Comments	Current Progress
Actions Carried over from 2019/20 Action Plan						
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. Organisations should undertake this calculation separately for non-clinical and for clinical staff					
	Develop a 'Myth Busting' guide about collecting equality monitoring information	EDI&P Workstream Staff Networks	October 2020	To dispel myths about sharing equality monitoring information to encourage staff to update ESR to enhance data collection and support analysis of these two metrics	Action brought forward from 2019/2020 AP	x
					Update 9/9/20 draft guide is now being reviewed	
				The guide is in progress and to be completed by October 2020		
2	Relative likelihood of White staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting across all posts					
	Ensure recruitment panels are racially diverse to promote and ensure equity and diversity.	Head of Transactional HR and EDI&P	June 2021	Visible diversity, enhances organisational perception, reflects the diversity of an organisation, promotes a sense of belonging, ensures diversity of thought, and encourages transparency and equity.	A policy review will be required, investigation into the practicalities and recruitment and selection training for staff. Lisa Earnshaw and Virginia Golding discussed this just early 2020. This still needs to be taken forward.	x

Not Started On Track Completed Overdue

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	Explore the opportunity for members of the BAME Staff Network to undergo recruitment and selection training as a development opportunity and so that they can be involved in the recruitment process.				Target at clinical band 6/7 recruitment, creating more BME representation at this level will create a pool of talent to progress in line with the Model Employer Strategy.	x
	Identify the non-clinical job roles of the 7 people at bands 2 and 3. Establish their career aspirations and the need for any potential development plan	Head of Transactional HR and Line Manager Head of EDI&P	March 2021	BME staff at bands 2 and 3 receiving targeted development support if required.	This action enables the Trust to target an intervention at BME staff, which are clustered in lower bands.	x
5	KF 25. Percentage of staff experiencing harassment, bullying, or abuse from patients, relatives or the public in last 12 months.					
	Discuss the data at the EDI&P Workstream meetings and establish a way forward. IR1 information to be sent to each Care Group by Patient Safety covering the previous 2 years.	EDI&P Workstream Head of Patient Safety	August 2020	Establish what the data is telling us, where the reporting is taking place and the extent of the record keeping and action	It has been agreed that the EDI Leads will hold focus groups for staff to establish what their experiences are, whether there has been an under-reporting of incidents and if cases have been handled appropriately.	x

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	Develop and send out a staff questionnaire to identify experiences prior to the focus groups to inform discussion	EDI&P team, Patient Safety, FTSU and EDI Leads	September 2020	Obtain preliminary information to establish the extent of people's experiences ahead of the focus groups	A questionnaire was sent to the EDI Leads in June 2020 for them to review and then use with the focus groups.	<div style="display: flex; justify-content: space-between; width: 100%;"> </div> <p style="text-align: center; margin-top: 5px;">x</p>
	Conduct focus groups with BAME staff, to obtain qualitative information to support required Trust action to be taken to address staff's experiences, support required, management processes and patient outcomes.	EDI&P Workstream and other stakeholders	November 2020	Engage with affected staff to capture experiences and inform a review of the process		<div style="display: flex; justify-content: space-between; width: 100%;"> </div> <p style="text-align: center; margin-top: 5px;">x</p>
	Review the findings of the engagement sessions, Trust protocols, identify if there is a need to work with the Police in terms of racial incidents and hate crime, and define capacity.	EDIP Workstream and other stakeholders	January 2021	Overhaul the Trust's process for dealing with incidents		<div style="display: flex; justify-content: space-between; width: 100%;"> </div> <p style="text-align: center; margin-top: 5px;">x</p>

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New Actions 2020 / 2021						
Relative likelihood of White staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting across all posts						
2	Review the Trust's recruitment processes and NHS Jobs system in relation to: <ul style="list-style-type: none"> Overseas applicants requiring sponsorship UK residents requiring an alternative visa International recruitment The impact of Brexit 	Head of Transactional HR	TBC	To increase the number of BME people appointed from shortlisting. Conducting a review will meet a recommendation of the NHS People Plan.	There has been an increase in appointment since 2019 but this is very small 0.10 to 0.12. The relative likelihood of white staff being appointed still remains higher. A high number of BME applicants are from overseas and require sponsorship. Some BME UK residents require support in obtaining an alternative visa. The Trust is reviewing the process of international recruitment. The impact of Brexit needs to be determined to establish the impact on the Trust's recruitment processes.	x
Relative likelihood of BME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process.						
3	Monitoring of disciplinary cases by ethnicity	Employee Relations	Six monthly	The WRES Strategy: A Fair experience for all: closing the ethnicity gap in rates of disciplinary	The relative likelihood of BME staff entering the formal disciplinary process compared to that of white staff has	x

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				action across the NHS workforce is to have 76% of NHS organisations in the non-adverse range of 0.8 and 1.25 by 2021 and 90% by 2022. Monitoring of this will ensure that we continue to reach equality.	increased since 2019 from 0 to 2.in 2020. The relative likelihood is 1.1, which still meets the strategies aspirational target.	
Relative likelihood of White staff accessing non mandatory training and CPD compared to BME staff						
4	Breakdown the staff survey data throughout the organisation in regards to the response rates to this question. Care Groups and Corporate Services to provide quantitative and qualitative data against the above information to establish the reasons for the decrease and type of development applied for	Head of Employee Relations	Annual	Establish 'hot spots' for targeted interventions.	BAME Staff Network were very supportive of these actions and the need for a TNA	

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All	Conduct a Training Needs Analysis (TNA) for BME staff to establish their CPD needs to inform further actions required	Learning and Development	Commence January 2021	A training needs analysis would inform the types of non-mandatory training and CPD staff are wanting to access, the support required and whether the Trust could provide any targeted interventions	Managers within the Care Groups and Corporate Services can disseminate a TNA through team meetings in order approach staff. Andrew Parker to discuss this with the BAME Staff Network. Inform staff of the TNA through the WRES Big Conversation. Lisa Earnshaw is conscious that ESR does not necessarily capture all CPD for staff. Andrew Parker and Lisa Earnshaw to review this process.	X
4	Hold a Big Conversation to communicate about the WRES and engage with BME staff to ascertain their experiences.	Head of EDI&P	December 2020	To communicate the WRES report with BME staff and engage with them to ascertain their experiences gain an insight into the quantitative data.		X

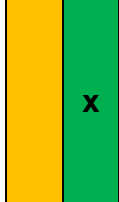
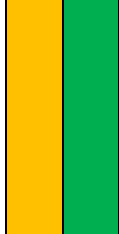
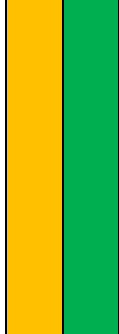
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	Offer career review /development coaching to individuals in preparation for any new programmes.	Leadership & OD Facilitator	February/March 2021	To prepare staff for new programmes which are to be implemented and to raise awareness of staff that have ambitions so that they can be targeted when training/development opportunities are put in place.	Talent management programmes have been delayed due to the pandemic. Future programmes and initiatives can specifically encourage BAME staff and an ensure an EIA is completed at the design stage	X
KF 26. Percentage of staff experiencing harassment, bullying, or abuse from staff in last 12 months.						
6	Information on acceptable behaviour at work (Bullying and harassment) to be incorporated into the staff induction pack.	FTSU and Learning and Development	February 2021	Ensure new starters to the Trust are aware of their responsibilities and behaviour expected in line with Trust Values		X
	FTSU is cascading Bullying and Harassment Awareness Sessions to FTSU Champions, The Staff Networks and teams across the Trust to promote inclusive teams. FTSU are incorporating the recommendations from the NHS People Plan and the Trust Values to create a safe and fair work culture. Looking to do some targeted work around areas that have FTSU concerns raised around Bullying and Harassment.	FTSU Guardian	Continuous	Ensure all staff are aware of the behaviour expected and how to deal with bullying and harassment should it occur		X

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	Continued promotion and usage of the Trust's mediation service to promote issues being addressed in a timely basis and prior to escalation.	Head of Employee Relations	Continuous	Addresses a recommendation of the NHS People Plan		
Percentage difference between the organisations' Board voting membership and its overall workforce						
9	Explore the implementation of a diverse shadow Board which discusses the same issues as Board then filters their findings to Board for consideration.	Trust Board	To be considered by the Board	Ensure diverse voices are heard, influence decision-making, and create diversity within management structures in line with the NHS People Plan.	Contact Chris Rowland, Chair Disability Pioneers & ED Lead, Cumbria, Northumberland, Tyne and Wear NHS FT for advice on how to implement The Shadow Board does not have any voting rights.	
	Review the Nominations Committee documentation to establish if there are any potential barriers (criteria, language, process) which need improving for Non-Executive Director appointment.	Head of EDI&P Director of Corporate Assurance	To be discussed	Ensure that any potential barriers to the recruitment practice is identified to support equity in the process.		

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	Executive Director will review all applications no matter which method of search is used.	To be determined	TBC	Ensure candidates from diverse backgrounds are being recommended for senior leadership positions.	An example given at the regional EDI meeting was where an Executive Director in a Trust checked the ethnic monitoring information of candidates to ensure the headhunter was bringing in diverse people. They were not so the ED went back to the Head Hunter.	x
	Review the Model Employer trajectory and data to establish position and currency as data has changed since 31 March 2020.	Head of Transactional HR	November 2020	This will enable the Trust to track progress in meeting the 2028 aspiration		x
	Talent Management – identify senior management talent; establish their aspirations and a development plan if required. Needs to be in line with the with the Model Employer trajectory	Head of Transactions HR and Leadership and OD Facilitator	To commence January 2021	Support the development and aspirations of the Trust’s BAME senior staff to enable the Trust to ‘grow our own’ diverse senior leaders for the future	Non-clinical workforce, 2 band 8a and above. Clinical workforce, 6 staff band 8a and above. Medical and dental, 24 Consultants and 6 registrars.	x
	Recruitment Manager to produce a report to Board, which records the ratio of BME and white applicants for posts at band 8a and above.	HR Recruitment Manager	TBC	Encourages transparency and accountability within the recruitment process to ensure fair appointment of candidates		x

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	BAME Staff Network to have the opportunity to question the management structure through attendance at network meetings	Staff Network Chair Network Sponsor	Quarterly from December 2020	BAME staff voices are heard and opinions taken into account within the organisation. Supports a recommendation of the NHS People Plan	To gain a better understand of how the Trust's management structure is established.	<div style="display: flex; align-items: center;"> x <div style="display: flex; gap: 5px;"> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: green;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div> </div>

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