

Equality Action Plan 2021

Metric	Objective	Action/s	Timescales	Lead/s	Why
1	<p>Increase the number of staff declaring their protected characteristic status via ESR</p> <p>WDES - Annual decrease in the percentage of staff in post who have not declared their disability status, by no less than 5% in the first year currently at 23.31%</p> <p>WRES – Achieve a zero return for staff in post who have not declared their ethnicity, currently 2.89%</p>	<ul style="list-style-type: none"> • Work with the staff networks to develop a communications campaign highlighting the benefits of declaring protected characteristic status • Work with the staff networks to explore any challenges that they may have encountered in using ESR • Continue work with the Recruitment Team to encourage individuals to declare protected characteristics at every opportunity. • Trust Wide Comms Campaign with support from the networks • Promote ESR functionality – (self service) 	To be completed by February	<p>Director of Workforce and OD</p> <p>HR Workforce Lead</p> <p>Human Resources Business Partner</p> <p>Communications</p> <p>Staff network chairs</p>	Necessary to improve the data quality

<p>2</p>	<p>Reduce the inequality in the recruitment and selection process.</p> <p>WDES & WRES – Achieve as close to zero return in the percentage of applicants who have not declared their disability status and ethnicity by no less than 5% in the first year</p>	<ul style="list-style-type: none"> • Make information available to potential job applicants about the trust’s commitment to inclusive recruitment and that we welcome applications from all applicants. • Review of scope of advertising and methods used to attract individuals Ongoing engagement between the staff networks and Trust recruitment team. • Review training offer provided to recruiting managers and panels to include unconscious bias training and the disability confident scheme. • Provide advice regarding the composition of panels through the recruitment and selection process, including supporting creation of interviewer pools to drive more diverse panels. • Launch of new values-based interview questions, incorporating specific questions pertaining to equality, diversity and inclusion • Develop examples as a guide for interviews to support panels exploring behaviours. • Review the accessibility of the application process with Networks. • Review Advertising Campaigns – targeted adverts encouraging candidates from ethnic backgrounds to apply • Increase BAME representation on recruitment Panels 	<p>To be delivered between November and February</p>	<p>Director of Workforce and OD Recruitment Lead HR Workforce Lead Human Resources Business Partner Communications Staff network chairs</p>	<p>To improve career progression prospects for BAME and disabled staff</p>
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<p>3</p>	<p>Reduce the relative likelihood of BAME or disabled staff entering the capability and disciplinary process</p> <p>WDES - to achieve a % that is proportionate to our Disabled workforce</p> <p>WRES – to maintain a % that is proportionate to our BAME workforce</p>	<ul style="list-style-type: none"> • BAME representation on the panel at disciplinary hearings where a BAME member of staff is involved • Representatives from all staff networks to be invited to participate in the Trust’s Employment Policy Group to provide feedback on all policy developments. • Ensure reasonable adjustments are referenced in all policies • Continuing the development of an Open and Just Culture within the Trust, encourage the use of the NHS Just Culture guide which is designed to reduce unconscious bias in decision making around an individual’s involvement in an incident. • New investigation training to be rolled out within the Trust. Look to include content on impact of specific EDI related allegations; ensuring appropriate support in place from networks etc. 	<p>To be completed by March</p>	<p>Director of Workforce and OD HR Workforce Lead Human Resources Business Partner</p>	<p>To increase the confidence of staff entering into the capability process that they will be treated fairly</p>
<p>4</p>	<p>Reduce the incidence of BAME or disabled staff experiencing harassment, bullying and abuse from patients and colleagues.</p> <p>WDES from 30.9% to 26% or below</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> • Raise awareness of existing reporting processes and support available • Hold sessions with staff networks to gather further feedback and utilise feedback gathered from staff by staff for actions linked to this metric • Seek feedback from staff networks in the development of the new Challenging Bullying and Harassment Policy. • Representatives from all staff networks to be invited to the Trust’s Employment Policy Group to provide feedback on all policy developments. 	<p>To be completed by December</p>	<p>Director of Workforce and OD HR Workforce Lead Human Resources Business Partner</p>	<p>Part of the overall organisational goal to create an inclusive culture</p>

<p>5</p>	<p>Reduce inequality (therefore increase equality) in career progress opportunities for BAME and disabled staff</p> <p>WDES from 79.4% to 84.4% or above</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> • Work with professional leads to interrogate data around movement of staff between the lower, middle and upper sections of our pay structure to identify any factors which restrict opportunities for BAME and disabled staff & formulate action plan to address issues • Review appraisal paperwork of a selection of BAME and disabled staff who have been in same post or pay band level for three years to evaluate whether they have had opportunities for career development • Develop talent and leadership management programmes that will support BAME and disabled groups of staff to progress – helping the Trust to ensure that the workforce is more representative at middle to senior levels. Promote National NHS programmes e.g. Stepping Up • Support the development of the reverse mentoring programme • Work with professional leads to interrogate recruitment data and identify barriers 	<p>To be completed by May</p>	<p>Director of Workforce and OD ODIL Lead Recruitment Lead</p>	<p>To improve career progression prospects for BAME and disabled staff</p>
<p>6</p>	<p>Reduce level of presenteeism experienced by BAME and disabled groups of staff</p> <p>WDES from 27.7% to 22% or below</p>	<ul style="list-style-type: none"> • Promote the Agile and Flexible Working policy that is fully supportive of those colleagues who wish to work from home • Through the Trust networks (Enable & Carers) establish the steps the Trust needs to take. • Adopt a 'Health passport' for staff to 	<p>To be completed between November and April.</p>	<p>Director of Workforce and OD Operational HR Team Enable & Carers staff network chairs</p>	<p>Create a healthier workplace for staff and improve wellbeing for all</p>

	WRES no baseline available	use within the organisation from point of recruitment which keeps an up to date record of reasonable adjustments required for the individual.			
7	<p>Increase the percentage of BAME and disabled staff satisfaction rate</p> <p>WDES from 33% to 38% with an annual increase of no less than 5%</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> • Work with staff networks and other key partners, to explore issues and identify interventions to improve the satisfaction rate • Ensure all management development sessions explore their responsibility in relation to workplace equality: what they should be doing about it and how they can set expectations for leadership • Equality and Diversity Training to be reviewed and considered as part of the Statutory and Mandatory training for the Trust consideration to be given to including in induction. Showcase/Celebrate role models from BAME and disabled staff groups through greater visibility in Trust Communications. 	To be completed by June	<p>Director of Workforce and OD</p> <p>ODIL Lead</p> <p>Staff network chairs</p> <p>Communications</p> <p>HR Workforce Lead</p> <p>Human Resources</p> <p>Business Partner</p>	Part of the overall organisational goal to create an inclusive culture
8	<p>Increase percentage of BAME and disabled groups of staff that feel that their request/s for reasonable adjustments have been adequately managed.</p> <p>WDES from 77.1% to 82.1% with an annual increase of no less than</p>	<ul style="list-style-type: none"> • Promote the Agile and Flexible Working policy and the recently improved guidance for line managers on how to facilitate reasonable adjustments for their staff • Adopt a 'Health passport' for staff to use within the organisation from point of recruitment which keeps an up to date record of reasonable adjustments required for the individual. • Continue to promote Health & Wellbeing 	To be developed between November and March	<p>Director of Workforce and OD</p> <p>Operational HR Team</p> <p>Staff network chairs</p>	Create a healthier workplace for staff and improve wellbeing for all

	<p>5%. With an aim to achieve a position where all staff that require reasonable adjustments receive them in a timely and appropriate way</p> <p>WRES no baseline available</p>	<p>conversations within the workplace.</p>			
9	<p>Reduce gap in staff engagement scores</p> <p>WDES to level up the engagement score between disabled and non-disabled staff (6.4 Disabled staff and 7.0 for non-disabled)</p> <p>WRES no baseline available</p>	<ul style="list-style-type: none"> • Hold workshop session with staff networks to explore the data and develop actions to reduce the gap in staff engagement scores. • Staff networks to play a role in the roll out of the Trust values and behaviours. • Staff network representatives to be in attendance at the Fairness Forum to provide updates and feedback. • Ensure actions taken by the Fairness Forum reflect the voice of the staff networks. 	<p>To be developed between November and March</p>	<p>ODIL lead Staff network chairs</p>	<p>Create a culture and environment where Disabled and BAME staff feel able to speak up and have a voice</p>
10	<p>Reduce the gap between Board representation and overall representation of BAME and disabled staff in the workforce</p> <p>WDES – Decrease in the percentage of staff who have not declared their disability status from 87% to 100%</p> <p>WRES – At least 1</p>	<ul style="list-style-type: none"> • Ensure the process for appointment of non-executive directors encourages diverse applicants, including those who identify as Disabled, from a BAME background, or have a protected characteristic • In partnership with the Race Equality and Disabled staff networks organise a board development about the WDES, WRES and the inequalities experienced by Disabled staff, BAME staff and those with other protected characteristics • Share recruitment information through recognised diverse organisations and 	<p>To be completed by May</p>	<p>Director of Workforce and OD ODIL Lead Staff network chairs</p>	<p>To demonstrate visible leadership in this area at senior levels</p>

	BAME board member with an overall aim of the board members being representative of the overall workforce	<p>recruitment agencies.</p> <ul style="list-style-type: none"> • As a demonstration of trust commitment to inclusion, support and develop the reverse mentoring programme, providing opportunity for Disabled staff network members, Race Equality staff network members and LGBTQ+ network members to have mentoring relationship with Board members. From hearing insights and lived experiences, Board members will be better informed in making decisions that benefit all staff and patients. • Non-Executive Director development programme to improve representation on the board • Continue with the extended catchment area of Yorkshire & Humber for Non-Executive Director recruitment 			
11	<p>Increase the number of BAME staff in the senior management structure</p> <p>Target - An overall aim of Senior Managers being representative of the overall workforce</p>	<ul style="list-style-type: none"> • Targeted Recruitment campaign for BAME candidates • BAME Representation on Interview Panels for Senior Management Roles • Internal Talent Management for current BAME staff wanting to progress • Celebrate current BAME staff in more senior positions • Celebrate diversity 	To be completed by July	Director of Workforce and OD Staff network Chairs Recruitment team Communications Team	To improve career progression prospects for BAME staff