

**Workforce Race Equality Standard (WRES)
DRAFT Action Plan, 2022-2023**

**Author: Virginia Golding, Head of Equality, Diversity and Inclusion, Workforce
Executive Lead: Polly McMeekin, Director of Workforce and Organisational Development
York and Scarborough Teaching Hospitals NHS Foundation Trust**

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**Polly McMeekin Director of Workforce and Organisational Development
Virginia Golding, Head of Equality, Diversity and Inclusion**

APPENDIX 1

Metric 1: Staff in AfC pay bands or medical and dental subgroups and very senior managers (Including Executive Board members) compared with the % of staff in the overall workforce

Objective	Actions / Targets	Responsible Lead	Measurement & Completion Date	Progress/Comments	Status
<p>To increase self-declaration of ethnicity and dispel myths as to why the Trust collects this data.</p> <p>Increase percentage of staff in post who share their ethnicity status by a minimum of 3% in 2023</p>	<p>Evaluate communication methods used to disseminate information to staff on self-declaration and re-launch Self Service and the ESR app.</p>	<p>Deputy Head of Resourcing, Digital and Insights</p>	<p>Generate quarterly reports from ESR, workforce to evaluate if communications are being effective.</p> <p>Establish ways to aid communication.</p> <p>March 2023</p>		

Not Started	On Track	Completed	Overdue
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	Trust Managers to analyse local data and encourage colleagues via local meetings.	HR Business Partners and EDI Workstream	Local quarterly reports provided to the EDI workstream. May 2023		
	Identify perceptions and barriers around self-declaration to feed into Myth Busting Guide	Head of EDI, EDI Workstream and the Staff Networks	Information obtained to aid completion of a Myth Busting Guide. March 2023		
	Launch an Equality Monitoring Myth Busting Guide to dispel myths about sharing ethnicity status	Head of EDI and the Staff Networks	Production and dissemination of a Myth Busting Guide to support self-declaration. April 2023		

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Metric 2 Relative likelihood of White staff being appointed from shortlisting compared to that of BME staff being appointed from shortlisting across all posts

Objective	Actions / Targets	Responsible Lead	Measurement & Completion Date	Progress/Comments	Status
<p>Increase the relative likelihood of BME staff being appointed from shortlisting for clinical and non-clinical staff in Bands 8-9. This figure has slightly deteriorated for Non-clinical bands and slightly increased for clinical bands. In 2022 Non-clinical bands 8-9 = 0.1% Clinical bands 8-9 = 0.13%.</p> <p>Increase by 2% for non-clinical and clinical.</p> <p>Apart from at VSM level,</p>	<p>Continue to implement the action plan for 6 key actions on the overhaul of recruitment and promotion</p>	<p>Recruitment Manager</p>	<p>Review and continue to implement the Trust's Action Plan.</p> <p>August 2023</p>		
	<p>Training – unconscious bias and cultural competence</p>	<p>Head of EDI</p>	<p>Bespoke and specific training implemented in Quarter 1/2.</p>	<p>This action will require financial support if delivered by an external consultant(s.) Employers Network for Equality and Inclusion (ENEI) can deliver this, which requires membership then delivery costs. Membership does include access to free resources, information, webinars and round table discussions. Previously used by the Head of EDI and NHS Employers are members.</p>	

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<p>bands 8-9 have the lowest percentage of BME colleagues in post. Focusing on bands 8-9 will support the Trust's talent pipeline into a VSM position.</p> <p>The relative likelihood in 2021 was 2.61 and in 2022 it was 2.60.</p>	<p>Continue to implement the 2021 Race Disparity Ratios action plan.</p>	<p>Workforce and Head of EDI</p>	<p>Review progress to determine action required.</p> <p>February 2023</p>		
	<p>Interview Skills preparation.</p>	<p>Recruitment Manager</p>	<p>Determine what support can be made available for colleagues to support them in applying for jobs. Date TBC.</p>		
	<p>Shadowing or participate in senior leader stakeholder events.</p>	<p>Executive Director/Deputy Director of Workforce & OD</p>	<p>Opportunities to be communicated through REN. From 2023</p>		

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	ODIL to promote the Coaching and Mentoring opportunities available for all colleagues within the Trust to REN and the International Nurses.	Head of ODIL	ODIL to attend a REN meeting and IN induction to promote the opportunities available. 2023		
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Metric 5 Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months

Objective	Actions / Targets	Responsible Lead	Measurement & Completion Date	Progress/Comments	Status
Reduce the percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public. There has been a negative increase in this metric from 25.5% in 2020 to 28% in 2021. The benchmark group	Create a statistical comparison of data – reported through the 2020 Staff Survey, Datix and FTSU. Determine what action is required to address the findings.	Head of EDI, FTSU Champion, Datix Manager, Staff Engagement Project Lead	This action will enable the Trust to identify if there are any differences in colleagues reporting their experiences. It will also enable the Trust to determine what action is		

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average is 28.8%. Decrease this percentage by 3.5%.			required.		
	Engagement through the Staff Networks to find out what colleagues lived experiences are.	Head of EDI and Staff Network Chairs	Quarterly reports to be provided from January 2023.	Update the EDI Workstream on the findings to enable them to incorporate actions into local plans. April 2023.	

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

Objective	Actions / Targets	Responsible Lead	Measurement & Completion Date	Progress/Comment	Status
<p>Reduce the percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months. There has been little statistical movement with this metric but the Trust figure of 31.4% is higher than the benchmark group average of 28.5%</p> <p>Decrease this figure by 3.5%.</p>	<p>The Trust's Behaviour Framework was launched in 2022.</p>	<p>Head of Employee Relations & Engagement</p>	<p>Evidence - communication methods used to launch the BF July 2022</p>		
	<p>Develop a Microaggressions poster with all Staff Networks for communicating throughout the Trust.</p>	<p>Head of EDI and the Staff Networks</p>	<p>Raised awareness of everyday incivilities that cause unwanted behaviour.</p> <p>February 2023</p>		
	<p>Review how the Trust's Behavioural Framework has been incorporated into Corporate and Local Induction as well as relevant training.</p>	<p>Workforce and Organisational Development</p>	<p>Dissemination of the Trust's BF increases understanding of the behaviours expected to</p>		

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			support our values. June 2023		
	A cultural celebration for colleagues in Scarborough to share aspects of our ethnically diverse colleague's culture, UK colleague's culture to aid integration and breakdown barriers. Run by the Internationally recruited nurses.	Internationally recruited nurses, Hospitality and the Stay and Thrive Committee	Scarborough Festival of Culture implemented at the Scarborough Beach Huts September 2022	Programme: <ul style="list-style-type: none"> • Career Progression & Cultural Ambassador briefing • African Culture day • Philippines Culture day • British & rest of the world • India, Pakistan and Nepal Culture day • Family Day & Beach Party • Canteen – dishes from around the world 	
	For all of metric 4 - review the Trust's processes for addressing experiences of bullying and harassment. (As per the Listening to Employee Voice: Our way forward action plan)	Head of Employee Relations & Engagement	Launch of new Harassment and Bullying Policy 31 March 2023		

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Metric 7 Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion

Objective	Actions / Targets		Measurement & Completion Date	Progress/Comment	Status
<p>Increase colleague's experiences and perceptions about the Trust providing equal opportunities for career progression or promotion.</p> <p>The Trust has seen a deterioration of this metric over a 3-year period. The figure in 2021 was 41.9% which is below the benchmark group average of 44.6%.</p>	<p>Explore colleague's experiences through the REN Staff Network encouraging other colleagues to attend</p>	<p>REN Staff Network Chair and Head of EDI</p>	<p>Colleagues will have been able to share their lived experiences with the Staff Network Chair. This will feed into wider work.</p> <p>April 2023</p>	<p>Invite colleagues who are not members of the network.</p>	
<p>Increase this figure by 3%.</p>	<p>Continue to roll out the Trust's Reciprocal Mentoring Programme.</p>	<p>Head of ODIL</p>	<p>Colleagues will have the opportunity to share their lived experiences with senior leaders and obtain career</p>	<p>Pilot has been implemented and a refreshed proposal presented to Trust Board.</p>	

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			support and advice. Spring 2023		
	Explore working with our International Nurses to help them align their overseas qualifications with UK qualifications, as per the Trust's Listening Exercise with the CEO.	International Nurse Recruitment	IN Team will have worked with colleagues to align their current qualifications with UK qualifications to enable them to have an increased understanding. Date TBC		
	Promote the NHS Leadership Academy's programmes throughout the year through REN.	Head of ODIL and Head of EDI	Courses promoted throughout the Trust 2022/23	Head of EDI started to promote these in October 2022.	
	Explore the implementation of targeted development programmes for: BME Non-clinical, bands 1-	Head of EDI	Implementation of a programme supporting BME	Contact North East London Foundation Trust to obtain information about their band 2-8 leadership development programme.	

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	4 and Clinical, bands 5-7		colleagues with their development for advancement. June 2023	Arden and Gem Commissioning Support Unit (CSU) are currently running cohort 1 of a BME Leadership Programme targeted at all BME colleagues. Run by an academic and WRES Expert. It is envisaged that resources and/or finance will be required to support this action.	
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Metric 8 In the last 12 months have you personally experienced discrimination at work from any of the following? Manager, team leader or colleague

Objective	Actions / Targets		Measurement & Completion Date	Progress/Comment	Status
The data for this metric has seen a significant deterioration from 16% in 2020 to 20.3% in 2021, this is above the benchmark group average of 17.3%.	Implement a Schwartz Round or panel discussion, open to all staff to attend – subject around people’s lived experience of race discrimination	Head of EDI and REN Staff Network	Ethnically diverse colleagues from REN and the wider Trust are invited to be part of a		

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Decrease this figure by 5%.			panel to share experiences to raise awareness. June 2023		
	Race Conversations, development programme for managers		A date will need to be determined. The action should be implemented once it is felt that its reception would be welcomed.	The recommended external consultant is Dave Ashton Consultancy who has worked with the NHS Leadership Academy, the Head of EDI and many other Trusts for a number of years and is well versed on the topic of race and possesses the skills to navigate conversations and situations with managers at all levels.	
	Implement a Buddy System for the international nurses	International Nurse Team	A successful buddying system will be implemented to support the International Nurses. TBC		

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Metric 9 Percentage difference between the organisations board voting membership and its overall workforce

Objective	Actions / Targets		Measurement & Completion Date	Progress/Comment	Status
Commence a year on year approach to increase BME representation at Board level by 1%.	Review of VSM recruitment processes within the Trust	Head of EDI, Foundation Trust Secretary and the Recruitment Manager	Process reviewed and advice given. February 2023	Search methods may need widening.	
	Learn from Trusts who have been identified as one of the top ten best performing Trusts for this metric	Head of EDI	February 2023		

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Notes

Many of the actions will impact on other WRES metrics, this should hopefully have a more holistic improvement.

The Trust previously submitted action plans to NHS England (NHSE) on the 'Implementation of the 6 key actions on the overhaul or recruitment and promotion' and the Race Disparity Ratios. The recommendation is that progress against the action plans are reviewed.

Status - Key			
Action Not Started	Action Commenced	Action completed	Action not completed

Not Started	On Track	Completed	Overdue
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