

THE WORKFORCE RACE EQUALITY STANDARD ANNUAL REPORT 2021-2022

1 Purpose

The purpose of this report is to provide the Committee with the latest WRES data for 2022 and give assurance that the Trust is complying with the requirements of the WRES. The Trust was required to submit its WRES data (Appendix 2) and Summary Report (Appendix 1) to NHS England by 31st August 2022. We are subsequently required to develop a WRES Action Plan (Appendix 3) that is published and approved by the 31st October 2022. This report measures the progress as well as actions adopted to fulfil its objectives against all 9 metrics under WRES while identifying areas for improvement.

This report provides an analysis of the data in relation to Black, Asian and Minority Ethnic (BAME) staff and discusses the opportunity to renew and reinvigorate the WRES work programme to improve race equality at ESNEFT.

The key areas where improvement is required emerging from the 2021-2022 WRES Data around inequalities experienced by the BAME colleagues include: harassment and bullying, opportunities to learning and development, and BAME representation at senior levels in the workforce. These specific areas requiring improvement mirror the expectations set out in the NHS People Plan, the [People Promise](#), [NHS Long Term Plan](#), [A Model Employer](#), already in the Organisation's Strategic Objectives, and which rest within the Equality Diversity and Inclusion Agenda. The Trust consistently seeks to improve in all 9 metrics of WRES. Our commitment, is not just around our legal obligation to do so (under the Equality Act, 2010), but importantly as an aspiring Employer of Choice who is inclusive and actively supports staff from diverse ethnic backgrounds. Racism and discrimination is not tolerated and the Trust actively works with our staff network EMBRace (Equality & Moving Beyond Race) to further develop the WRES Action Plan (Appendix 3) and has taken progressive steps to improve race equality, most notably:

- Continuing the work with our EMBRace Network which was launched in May 2020 and delivered regular webinars and provided support to our BAME staff throughout the Covid-19 pandemic (Currently EMBRace have over 700 members).
- Continued to develop the Trust's Risk Assessment toolkit jointly with involvement from the EMBRace Network.
- Board Development day in December 2021 focused on race equality including input sessions from Birmingham Race Alliance Project (brap), Professor Winfred Eboh (Essex University) and Stacy Johnson (University of Nottingham)
- Continued work across the ICS and Region on Zero Tolerance, Anti-Racism Charter as well as development of strategic interventions with the Joint ICS/ESNEFT EDI Lead
- The launch of our first Reverse Mentoring Programme with EMBRace members and colleagues from ethnic backgrounds mentoring our Trust Board members.
- EDI themes of inclusion right across our Leadership Development Pathway including specifically designed Management Essentials Toolkit session that support inclusive recruitment and selection as well as a Leading in Allyship session which is being co-designed with the Trust's Joint ESNEFT/ICS Strategic EDI Lead (June 2022)
- Delivery of Talk to Transform development sessions (part of Dare to C.A.R.E, Creating an Anti-Racist Environment) (May 2022)
- Implemented Values Based recruitment, auditing of interview score sheets and 52% of recruitment panels were diverse for band 8 and above

The WRES provides the opportunity for the Trust, in line with the Equality Diversity and Inclusion Agenda to act upon the learning we can take from the data. It is instrumental to fostering the understanding within the

Trust that we all have a part to play in cultivating an inclusive and compassionate culture where all feel a sense of belonging and empowerment that they can reach their highest potential and thrive within the organisation. The Trust will continue to push forward its robust Action Plan (Appendix 2) to ensure not only representation of BAME in leadership roles, including Board level but also to safeguard the wellbeing, rights, choices and freedoms of our workforce while recognising and valuing the diverse pool of talents, skills and knowledge to deliver the best possible care to our patients.

We recognise that there has been a reduction in representation of BAME staff in Bands 6 and above and as such we have more work to do in ensuring proportionate representation of BAME staff across all Bands and understanding those losses and the reasons for leaving which we will work through with our Retention Partners. In addition the DRAFT Code of Governance for NHS Provider Trusts (Published May 2022), significant attention is paid to the requirement for Boards to reflect the ethnic diversity of the workforce and the communities it serves. Currently the Board membership is comprised of 5.5% from a BAME background (94.5%) white background. Focus has been placed in the action plan on recruitment process and practices and the Recruitment and EDI leads are currently supporting with our Non-Exec, Associate Non-Executive Directors and Exec vacancies.

Our People Plan highlights that we will improve representation of BAME staff across all groups by 2% year on year trajectory.

2 Background

The NHS Workforce Race Equality Standard (WRES) is a requirement for NHS Commissioners and NHS healthcare providers and was mandated in 2015 to identify the gaps in workplace inequalities between BAME and white staff working in the NHS in order to address those gaps and ensure equity across the NHS workforce. During the COVID-19 pandemic, NHS England suspended the WRES and WDES¹ data collection and reporting for 2020 but was resumed following the disproportionate impact of the virus on BAME communities and BAME staff working in the NHS.

Alongside WRES, NHS organisations use the Equality and Diversity Systems (EDS2) to help in discussion with local partners including local populations, review and improve their performance for people with characteristics protected by the Equality Act 2010. By using the EDS2 and the WRES, NHS organisations can also be helped to deliver on the Public Sector Equality Duty.

Our WRES data gives the Trust an opportunity to actively consider where the disparities lie in relation to race equality within our workforce. As an organisation, we recognise that there is still much more to do to tackle the underlying causes of structural inequality and the lack of diversity at the most senior levels of the organisation. The Trust reviewed its approach to WRES last year which gave the Trust an opportunity to work with regional and ICS colleagues on an anti-racism charter and further develop a zero tolerance policy against all discrimination, violence and abuse.

The Covid-19 pandemic highlighted health inequalities, with the stark evidence that people from minority ethnic backgrounds were disproportionately affected by the virus with outcomes worsening for those who also had disabilities or underlying health conditions.

We will continue to collaborate with our EMBRace staff network to co-produce our revised WRES action plan which will be the critical factor in supporting the organisation to become an anti-racist organisation and improve race equality. Our Cultural Ambassadors continue to support our BAME colleagues within the workforce during the formal hearing processes and have recently been supported with two days protected time per month as we look to further develop their role and support to include Selection Panels. The new Equality, Diversity and Inclusion Strategy and associated action plans were also formally approved in November 2021.

¹ **WDES** – NHS Workforce Disability Equality Standard.

3 Workforce Race Equality Standard (WRES) Indicators

There are nine indicators that make up the WRES. These are split across Workforce data, Staff Survey results and Board Representation and compare data between White Staff and BAME Staff. These metrics are detailed in the table below:

WRES Indicator	Metric descriptor
WRES indicator 1	Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive board members compared with the percentage of staff in the overall workforce.
WRES indicator 2	Relative likelihood of BAME staff being appointed from shortlisting across all posts
WRES indicator 3	Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff
WRES indicator 4	Relative likelihood of BAME staff accessing non-mandatory training and CPD
WRES indicator 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months <i>(Data taken from the national staff survey results)</i>
WRES indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months <i>(Data taken from the national staff survey results)</i>
WRES indicator 7	Percentage of staff believing that their trust provides equal opportunities for career progression or promotion <i>(Data taken from the national staff survey results)</i>
WRES indicator 8	In the last 12 months have you personally experienced discrimination at work from ... manager/team leader or other colleagues? <i>(Data taken from the national staff survey results)</i>
WRES indicator 9	Percentage difference between the organisation's board voting membership and its overall workforce.
April 2019 – March 2028	Work towards the ambitious challenge of ensuring black and minority ethnic (BAME) representation at all levels of the workforce. This includes leadership being representative of the overall BAME workforce by 2028.

4 Key issues – Data Analysis

Workforce profile by race/ethnicity

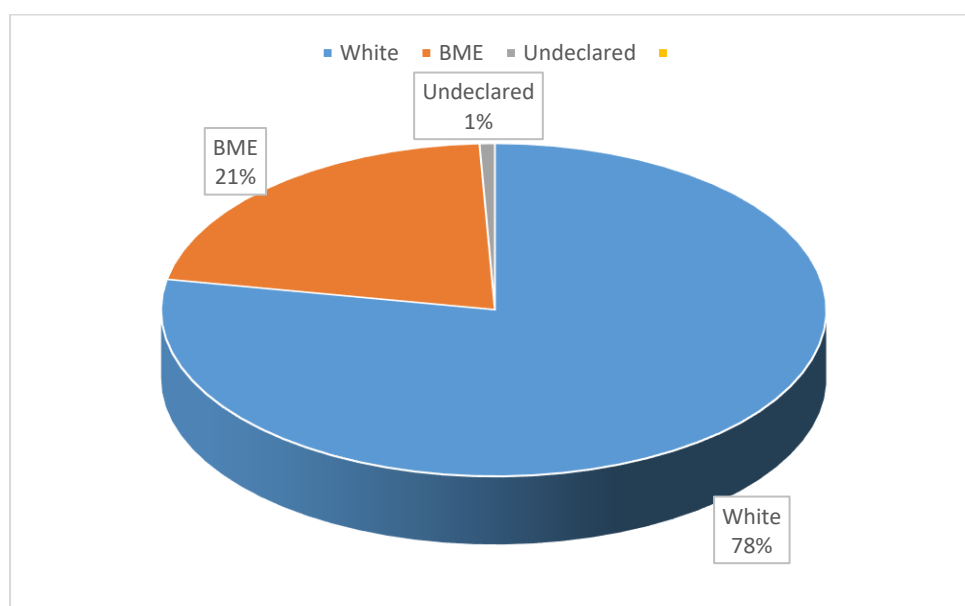


Figure 1: WRES Data 2022

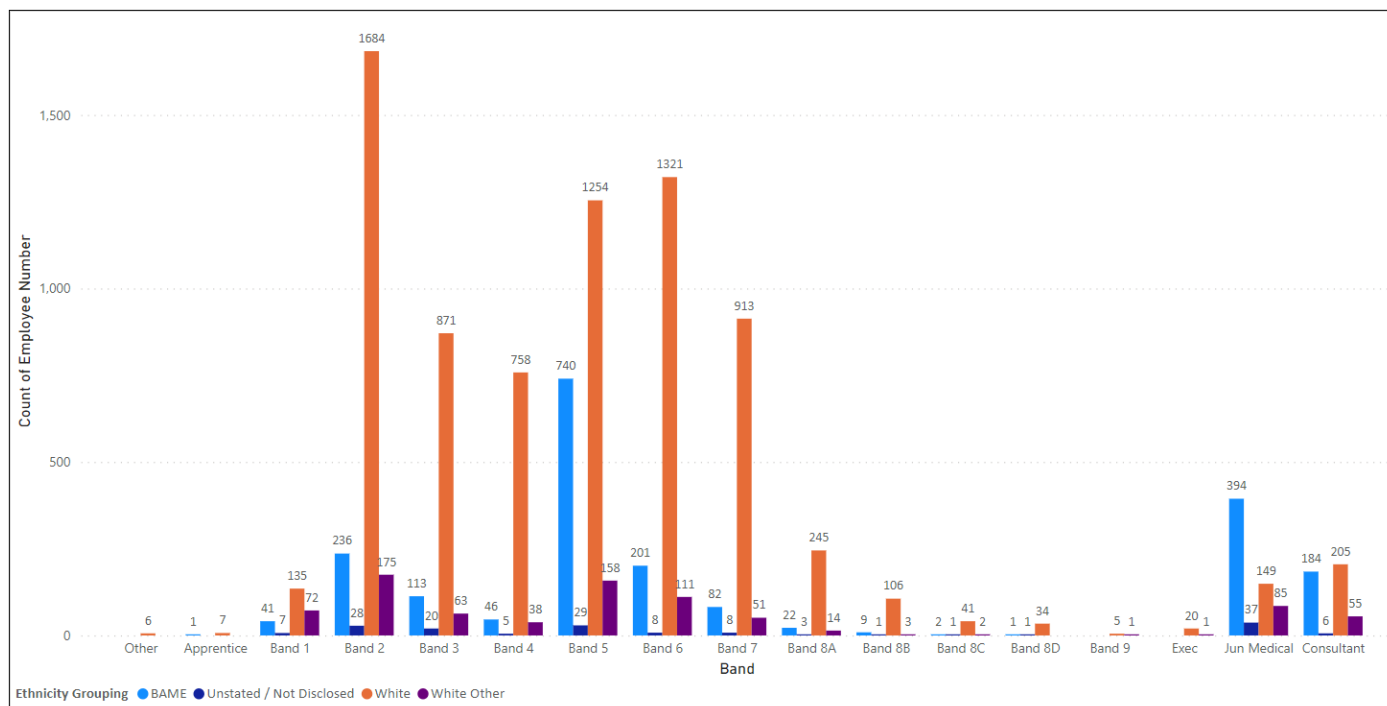
Our workforce data indicates that 21% of our workforce come from Black, Asian and Minority ethnic (BAME) communities. The proportion of BAME staff has increased from 20.2% to 21%, or just under 4% year-on-

year. The local demographic population for the East of England Region shows that 90.82% of the population is white and 9.15% identify as BAME. Therefore the trust is reporting significantly higher proportionate figures in comparison to the overall regional data.

Workforce Race Equality Standard (WRES) – Analysis Summary

5 WRES 2021/22 Data Analysis

WRES indicator 1: Percentage of staff in each of the Agenda for Change Bands 1-9 and VSM (including executive board members compared with the percentage of staff in the overall workforce.

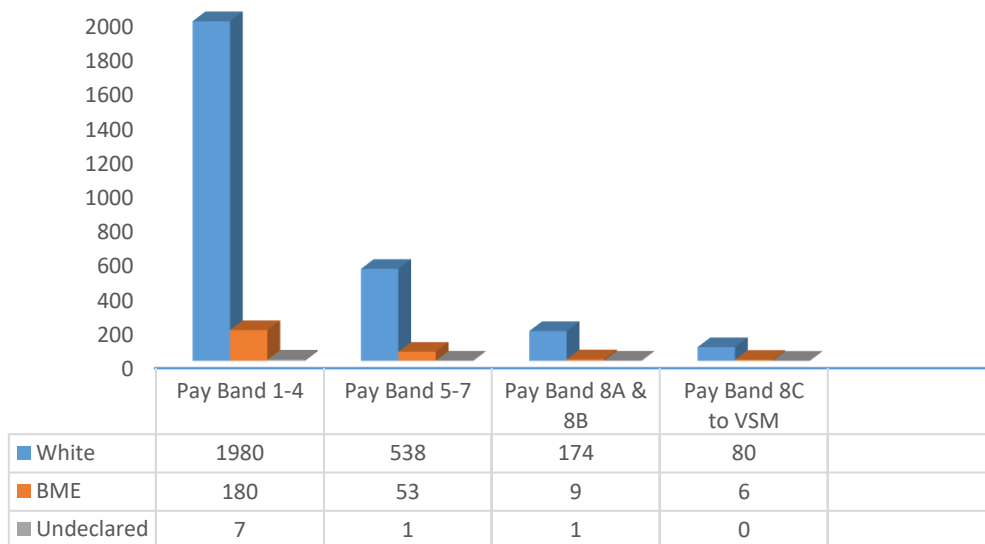


WRES data – Ethnicity and across all pay bands 2021/22

Source: WRES data submission for 2022

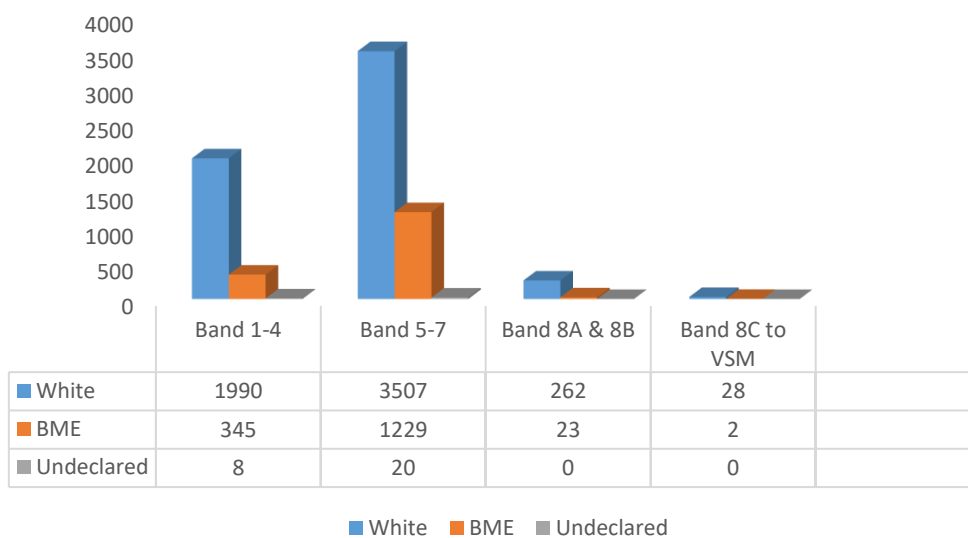
As per the previous year, the 2021/22 data showed that BAME staff were overrepresented at Band 5 and disproportionately underrepresented at higher grades in the Trust, particularly at middle to senior manager Band 8a-8d levels.

Non-Clinical Workforce



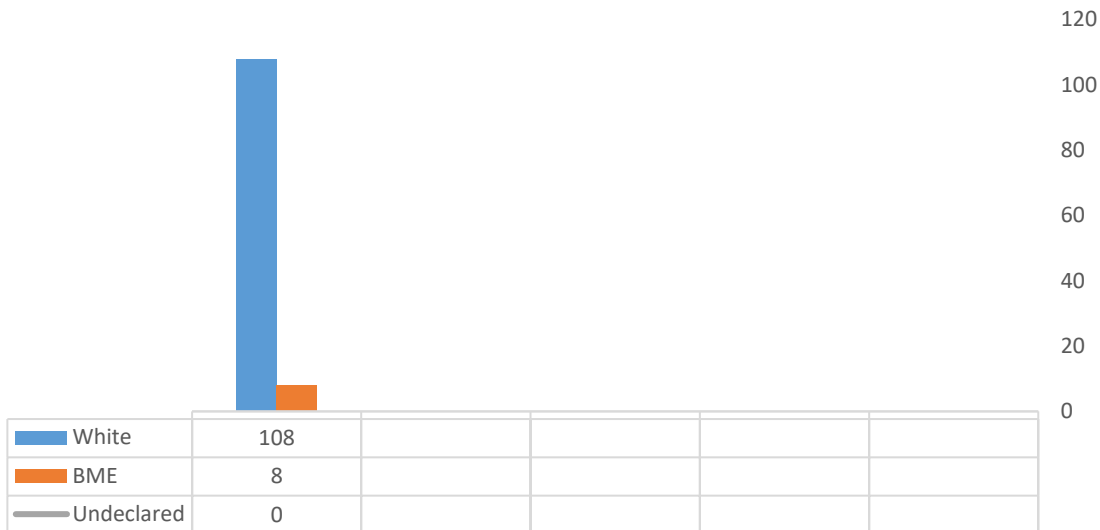
Year on year comparison	2020/21			2021/22		
	B5-7	B8a-b	%	B5-7	B8a-b	%
White	486	149	92.8%	538	174	91.9%
BAME	39	10	7.1%	53	9	8.1%

Clinical Workforce

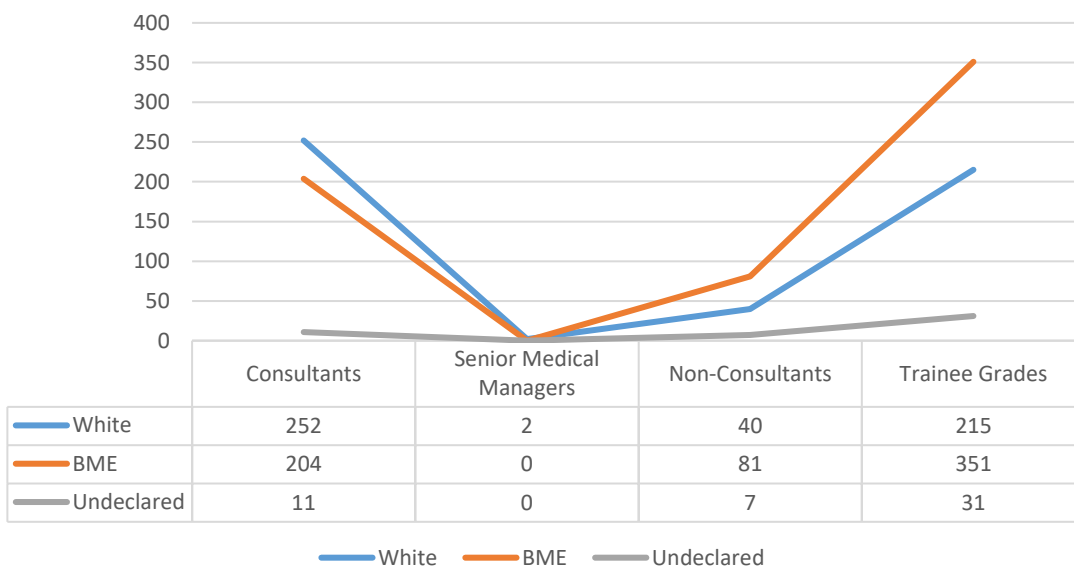


	2020/21			2021/22		
	B5-7	B8a-b	%	B5-7	B8a-b	%
White	2107	231	70.0%	3507	262	75.1%
BAME	976	24	29.9%	1229	23	24.9%

Overall number of employment at very senior level by race:
8C - VSM Posts



Medical Workforce by Ethnicity



Analysis: The data under Metric 1 indicates BAME staff remain underrepresented at senior level roles. A key focus for the WRES Action plan needs to consider specific actions to improve talent management and career development of BAME colleagues. The BAME representation at Band 7 and above continues to be lower than white counterparts and it is notable that it depicts a decline from last year. The 2021-2022 data further illustrates that the number of white colleagues increased at this level from the previous year, 2020-2021.

WRES indicator 2: Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BAME applicants

	White	BAME	Ethnicity Unknown
Number of shortlisted applicants	4319	1530	109
Number of appointed applicants	1203	342	55
Relative likelihood of shortlisting / appointing	27.85%	22.35%	50.46%
Relative likelihood of White staff being appointed in comparison to BAME Staff	1.25		

Analysis: This indicates that White staff are 0.25 times more likely to be successful at appointment compared to BAME candidates, which is a slight increase when compared to 2020/21 (0.16). Whilst this is not statistically significant, considering the lack of BAME representation at senior level further work will need to be undertaken to ensure that the relative likelihood of appointment is similar at all levels of appointment. Further investigation in to this indicator will be undertaken as part of the WRES Action Plan.

WRES indicator 3: Relative likelihood of BAME staff entering the formal disciplinary process compared to white staff

	White	BAME	Ethnicity Unknown
Number of Workforce	9066	2483	86
Number of entering the formal disciplinary process	46	13	2
Likelihood of staff entering formal process in comparison to White Staff	0.51%	0.52%	2.33%
Relative likelihood of BAME Staff entering formal disciplinary process compared to White staff	1.03		

Analysis: This indicates that White and BAME staff are entering the formal disciplinary process at relatively the same level. However, work underway to review all new cases using the Restorative Just and Learning Culture principles and ensuring the support from our Cultural Ambassadors should see a decline in the likelihood of cases moving to formal disciplinary stage.

WRES indicator 4: Relative likelihood of BAME staff accessing non-mandatory training and CPD

	White	BAME	Ethnicity Unknown
Number of Staff in post	9066	2483	86
Number of staff accessing non-mandatory training and CPD	918	286	3
Likelihood of staff accessing non mandatory training and development	10.13%	11.52%	3.49%
Relative likelihood of White Staff accessing non mandatory training and CPD compared to BAME Staff	0.88		

Analysis: This indicates that BAME staff are slightly more likely to access development opportunities than white staff. The data is consistent with the relative number of BAME staff working in Band 5 clinical roles and

roles and non-consultant grade/trainee medical roles. Further analysis, by Band and Job role will be taken forward as part of the WRES action plan.

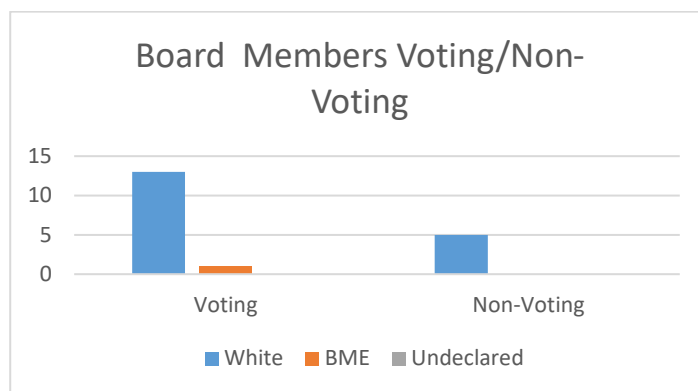
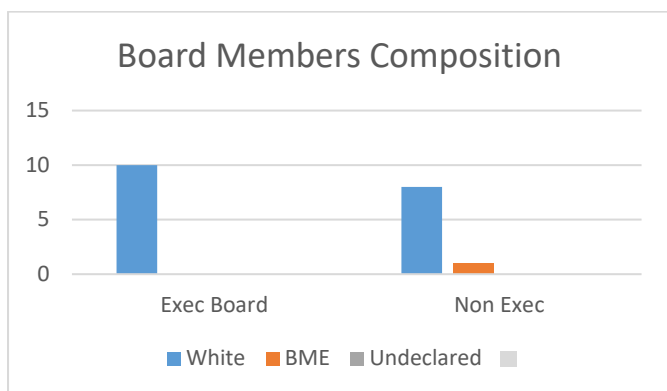
WRES Staff Survey Indicators

**Please note metrics 5 to 8 are sourced from the latest publication of the NHS Staff Survey, March 2022. The following are included by the Trust to provide a more comprehensive data set concerning experiences as well as representation of the BAME staff within ESNEFT.*

National NHS Staff Survey indicators (or equivalent) Comparison of the outcomes of the response for White and BAME staff		2020 Staff Survey Results ¹	2021 Staff Survey Results ¹	Analysis
Indicator 5	Percentage of BAME staff, compared to White staff, experiencing harassment, bullying or abuse from; patients/service users, their relatives or other members of the public	BAME – 33.3% White – 26.0%	BAME - 35.3% White - 29.8%	Of the respondents to the question, there was a higher proportion of BAME staff experiencing bullying, harassment and abuse from patients, relatives and service users than white colleagues. It increased for both cohorts.
Indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	BAME – 30.1% White – 26.1%	BAME – 29.2 % White – 26.5 %	There is a higher number of cases of staff experiencing bullying and harassment from a BAME background. However, when reviewing the scores for this indicator from 2020, the percentage of BAME staff experiencing bullying and harassment from staff has decreased slightly.
Indicator 7	Percentage believing that trust provides equal opportunities for career progression or promotion	BAME – 43.9% White – 54.0%	BAME - 43.6% White – 54.0%	Of the question respondents there is little change. However, ESNEFT aspire bring the percentage closer to 80% for all employees. Talent management and career progression will feature in both People Action Plans, WRES and EDI Action plans for 2022/23 and beyond.
Indicator 8	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	BAME – 16.8% White – 6.0%	BAME – 19.4% White – 6.7%	The data shows there is a significant difference in BAME staff experiencing discrimination at work in comparison to White staff with a difference of 12.7%. A key focus of the WRES/EDI action plans will be to focus on what impact our Anti-Racism Charter, Zero Tolerance Policy, Leadership Development Pathway, FTSU Guardians, Cultural Ambassadors and the Allyship programmes can play in significantly reducing discrimination.

¹ [Local results for every organisation | NHS Staff Survey \(nhsstaffsurveys.com\)](https://nhs.uk/staffsurvey/2022/LocalResults)

WRES Indicator 9: Board Representation – showcased by ethnicity disaggregated under executive Board Members, Non-Executives, Voting and Non-Voting Members



	Exec Board	Non Exec
White	10	8
BME	0	1
Undeclared	0	0
Total	10	9

	Voting	Non Voting
White	13	5
BME	1	0
Undeclared	0	0
Total	14	5

Analysis:

The data indicates that BAME people are underrepresented at Trust Board level, specifically in respect of our Executive Directors. The degree to which Board identify with the BAME workforce is disproportionate.

6 Next Steps

The focus for our race equality work will be to continue to protect, support and engage with our BAME staff and evidence the improvements in the indicators as we continue to recover from the COVID 19 pandemic and move forward with our strategic priorities. The considerable work that has commenced in recent months which is detailed within the WRES Action Plan is beginning to address the issues as expected. The Trust's WRES Action Plan for 2022/23 and beyond will continue to address racial disparity within our organisation and the wider NHS system.

The data from the Trust WRES Metrics (2022) indicate that the priority needs to be given to developing actions that will:

- Support talent and career development of BAME staff improving representation across senior levels of the organisation
- Improve representation at Trust Board level - consideration taken to extend the application deadline of future recruitment drives where there is a lack of diverse candidates.
- Reduce the gaps in experience between white and BAME staff in terms of career progression, access to development and discrimination.
- Support managers to understand structural and individual acts of racism and monitor the development of our cultural intelligence² programmes (Cultural Ambassador Programme³ and Reverse Mentoring) in order to reduce all forms of discrimination in the workplace

² Cultural intelligence can be understood as the capability to relate and work effectively across cultures. Originally, the term cultural intelligence and the abbreviation "CQ" was developed by the research done by Christopher Earley (2002) and Earley and Soon Ang (2003) - <https://theewgroup.com/what-is-cultural-intelligence/>

³ <https://www.rcn.org.uk/magazines/bulletin/2019/october/reducing-the-risk-of-discrimination-rcn-cultural-ambassador-programme>

- Utilise data gathered through our Cultural Audit (commencing August 2022) to further determine key areas where focused interventions could support BAME colleagues
- Value and promote the voice of BAME Staff within our decision-making committees and processes
- Reenergise the support provided by our FTSU Guardian/Assistants to encourage our staff to raise concerns
- Continued provision of protected time for our EMBrace Staff Network leads, regular administrative support through our EDI Network Administrator and through our Staff Network Lead meetings with our Associate Director of OD and Culture and Head of Equality, Diversity and Inclusion.

Further data analysis and engagement activity is to be planned as part of the WRES Action Plan to provide WRES data to a Divisional and CDG leadership teams. This will be further defined by the Cultural Audit commencing in August 2022 which will enable operational areas to better understand their workforce profile in terms of race and agree actions to be taken locally to improve experience for both BAME and white colleagues. The EMBrace network will have a pivotal role in supporting the Trust as this work develops.

ESNEFT are continuing to work with Jannett Morgan (Talk to Transform) and Stacy Johnson (Reverse Mentoring – Nottingham University) and we have recruited recently into an Interim Head of Equality, Diversity and Inclusion role whilst we finalise the overall job description and purpose as well as an Interim Joint ESNEFT/ICS Strategic EDI Lead which will give greater momentum and resilience to our schemes of work and overall EDI Strategy and associated action plans.

APPENDICES:

- Appendix 1 WRES Data Submission
- Appendix 2 WRES Action Plan

APPENDIX 1 – WRES DATA SUBMISSION

INDICATOR	DAT A	MEASURE	2020			2021		
			WHITE	BME	ETHNICITY UNKNOWN/NU	WHITE	BME	ETHNICITY UNKNOWN/NU
1		1a) Non Clinical workforce	Verified figures	Verified figures	Verified figures	Verified figures	Verified figures	Verified figures
	1	Under Band 1	Headcount	6	0	0	0	0
	2	Band 1	Headcount	165	43	4	105	31
	3	Band 2	Headcount	668	62	6	892	109
	4	Band 3	Headcount	482	28	3	540	32
	5	Band 4	Headcount	408	4	1	443	8
	6	Band 5	Headcount	224	22	2	251	21
	7	Band 6	Headcount	122	6	0	120	14
	8	Band 7	Headcount	140	11	2	167	18
	9	Band 8A	Headcount	79	6	1	95	5
	10	Band 8B	Headcount	60	4	1	79	4
	11	Band 8C	Headcount	29	1	0	28	2
	12	Band 8D	Headcount	23	1	1	24	3
	13	Band 9	Headcount	7	0	0	6	0
	14	YSM	Headcount	15	0	0	22	1
		1b) Clinical workforce of which Non Medical						
	15	Under Band 1	Headcount	0	0	0	0	0
	16	Band 1	Headcount	0	0	0	0	0
	17	Band 2	Headcount	1202	207	15	1017	202
	18	Band 3	Headcount	426	141	12	546	91
	19	Band 4	Headcount	412	62	5	427	52
	20	Band 5	Headcount	1175	687	21	1154	843
	21	Band 6	Headcount	1306	212	6	1406	283
	22	Band 7	Headcount	796	77	6	947	103
	23	Band 8A	Headcount	178	18	1	213	17
	24	Band 8B	Headcount	53	6	0	49	6
	25	Band 8C	Headcount	13	2	0	11	2
	26	Band 8D	Headcount	12	0	0	12	0
	27	Band 9	Headcount	1	0	0	4	0
	28	YSM	Headcount	11	1	0	1	0
		<i>Of which Medical & Dental</i>						
	29	Consultants	Headcount	254	199	7	252	204
	30	<i>of which Senior medical manager</i>	Headcount	2	0	0	2	0
	31	Non-consultant career grade	Headcount	52	111	7	40	81
	32	Trainee grades	Headcount	151	275	23	215	351
	33	Other	Headcount	4	2	23	0	0
2	34	Number of shortlisted	Headcount	4022	1363	158	4319	1530
	35	Number appointed from shortlisting	Headcount	2112	616	75	1203	342
	36	Relative likelihood of appointment from shortlisting	Auto calculated	52.51%	45.19%	47.47%	27.85%	22.35%
	37	Relative likelihood of white staff being appointed from shortlisting compared to BME	Auto calculated	1.16			1.25	

				2020/21			2021/22			
INDICATOR		DAT A		MEASURE	WHITE	BME	ETHNICITY UNKNOWN/NU	WHITE	BME	ETHNICITY UNKNOWN/NU
3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation Note: This indicator will be based on data from a two year rolling average of the current year and the previous year	38	Number of staff in workforce	Auto calculated	8474	2188	147	9066	2483	86
		39	Number of staff entering the formal disciplinary process	Headcount	57	9	0	46	13	2
		40	Likelihood of staff entering the formal disciplinary process	Auto calculated	0.67%	0.41%	0.00%	0.51%	0.52%	2.33%
		41	Relative likelihood of BME staff entering the formal disciplinary process compared to White staff	Auto calculated		0.61		1.03		
4	Relative likelihood of staff accessing non-mandatory training and CPD	42	Number of staff in workforce	Auto calculated	8474	2188	147	9066	2483	86
		43	Number of staff accessing non-mandatory training and CPD:	Headcount	1236	427	13	918	286	3
		44	Likelihood of staff accessing non-mandatory training and CPD	Auto calculated	14.59%	19.52%	8.84%	10.13%	11.52%	3.49%
		45	Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff	Auto calculated	0.75			0.88		
9	Percentage difference between the organisations' Board voting membership and its overall workforce Note: Only voting members of the Board should be included when considering this indicator	46	Total Board members	Headcount	25	1	0	18	1	0
		47	of which: Voting Board members	Headcount	17	1	0	13	1	0
		48	: Non Voting Board members	Auto calculated	8	0	0	5	0	0
		49	Total Board members	Auto calculated	25	1	0	18	1	0
		50	of which: Exec Board members	Headcount	17	0	0	10	0	0
		51	: Non Executive Board members	Auto calculated	8	1	0	8	1	0
		52	Number of staff in overall workforce	Auto calculated	8474	2188	147	9066	2483	86
		53	Total Board members - % by Ethnicity	Auto calculated	96.2%	3.8%	0.0%	94.7%	5.3%	0.0%
		54	Voting Board Member - % by Ethnicity	Auto calculated	94.4%	5.6%	0.0%	92.9%	7.1%	0.0%
		55	Non Voting Board Member - % by Ethnicity	Auto calculated	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
		56	Executive Board Member - % by Ethnicity	Auto calculated	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
		57	Non Executive Board Member - % by Ethnicity	Auto calculated	88.9%	11.1%	0.0%	88.9%	11.1%	0.0%
		58	Overall workforce - % by Ethnicity	Auto calculated	78.4%	20.2%	1.4%	77.9%	21.3%	0.7%
		59	Difference (Total Board -Overall workforce)	Auto calculated	17.8%	-16.4%	-1.4%	16.8%	-16.1%	-0.7%

Workforce Race Equality Standard Action Plan 2022

The Workforce Race Equality Standard (WRES) is a workforce standard mandated by NHS England & NHS Improvement. All NHS Trusts and organisations are required to collect and analyse data across a series of metrics to help to improve the workplace experiences of Black, Asian and Minority Ethnic (BAME) staff across the NHS. There are nine WRES metrics:

- Two focus on workforce data and representation
- Four are based on questions from the NHS Staff Survey
- Three based on workforce data from HR interventions.

Further to the WRES 2021/22 data which will be submitted before 31st August 2022, this action plan provides further evidence of compliance with our regulatory requirements and ESNEFT's commitment to improve race equality within its workforce. This document should be read in conjunction with our published WRES data submission 2021/22 (Appendix 1).

It is evident from existing data that there is a need for ESNEFT to work towards improving the experiences of Black, Asian and Minority Ethnic (BAME) staff members, focussing particularly on career progression and representation across the different occupations and at senior levels of the organization. The overriding principle of the WRES Action Plan 2021-2022 is to support ESNEFT to develop into an anti-racist organisation and into one which values and celebrates cultural and racial diversity. As part of this important work, the Trust will take a proactive stance on addressing any institutional structures perpetuating racism and 'white privilege' and will develop its leaders in cultural diversity to ensure they are empowered to uphold this principle.

This action plan details how ESNEFT will achieve an improvement on the experiences of BAME Staff working alongside our BAME Staff Network – EMBrace (Equality & Moving beyond Race) to ensure that the proposed interventions are meaningful and yield the intended results. The objectives for our WRES Action plan are to:

- Reflect the Trust Board's pledge and commitment to zero tolerance of discrimination within the Trust
- Improve BAME staff representation in all occupations and across senior levels of the organization
- Reduce the gaps in experiences between white and BAME staff
- Support senior leaders and managers to understand structural and individual acts of racism and barriers to inclusion and to further develop and roll out cultural intelligence programmes (including the RCN Cultural Ambassador Programme and Reverse Mentoring)
- Value and actively promote the voices of diverse BAME Staff in the decision-making of the Trust.

Pending approval of this action plan by the Trust Board, the Equality, Diversity and Inclusion Steering Group will monitor progress on a regular basis.

Workforce Race Equality Standard Action Plan 2022

1. Workforce Data and Representation – Metrics 1 and Metric 9				
Objective	<ul style="list-style-type: none"> Improve BAME staff representation across senior levels of the organisation Reduce the gaps in experiences between white staff and BAME staff Value and promoting the voice of BAME Staff within decision-making 			
What actions do we need to take and why?	<p>The WRES workforce data indicates that 21% of our workforce come from BAME background, however at middle to senior levels of the organisation BAME colleagues are disproportionately underrepresented (for both clinical and non-clinical roles). The focus of our actions are to continue to improve our recruitment, selection and on-boarding processes as well as continue to provide BAME representative selections panels and rollout the new Recruitment and Selection training which will be mandatory for all recruiting managers. The NHS People Plan 2020/2021 emphasizes the importance of BAME (and other protected groups) representation on decision-making committees and forums. The Trust's People Strategy and EDI Strategy will further advance the key actions around addressing discrimination and promoting inclusion. The actions below will support the objectives set out in the introduction of this plan.</p>			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for future
1.1	Ensure that the WRES action plan is embedded into the POD Committee Assurance Framework	Director of People & OD	March 2022 – then bi-annual	Twice-annual progress updates to be received by POD, risks identified and mitigation provided by the EDI Steering Group
1.2	Develop performance data dashboard of WRES indicators for EDI Steering Group with quarterly updates presented to POD	Associate Director of OD and Culture/Head of EDI	September 2022 – then quarterly thereafter	Quarterly progress updates to be received by POD Committee for assurance – with a clear analysis of data for WRES metrics undertaken by the EDI Steering Group

1.3	Develop a communications and engagement plan for WRES which is monitored by the EDI Steering Group	Associate Director of OD & Culture/Head of EDI/Associate Director of Comms/Chairs EMBRACE	November 2022	<p>Clear organisational communication and engagement plan around race:</p> <ul style="list-style-type: none"> • Roll out of monthly staff listening events to encourage greater staff engagement, participation and feedback on race equality experience/barriers faced by our staff. • Increased visibility on race equality themes – e.g. communication on background, ethnicity, intersectionality, celebrate the main cultural days • Increased awareness Team ESNEFT News to feature regular updates on the WRES work underway • Refresh of the Intranet and Internet website pages including updates with Trust position on WRES and promotion of the Events Calendar; • Sharing of WRES with Senior Management within each Directorate/Unit and hear their take on it, including proposed changes/recommendations from the learning taken from the WRES Data; • Include WRES on the Divisional Accountability Meeting's agenda
1.4	<p>Introduce a three-year Reverse Mentoring programme for Senior leaders (Trust Board) in partnership with University of Nottinghamshire – with BAME staff groups as the initial phase 1, then increasing participation in phase 2 Sexual Orientation, phase 3 disability and beyond with the remaining protected characteristics.*</p> <p>Reverse Mentoring - pairing a colleague with senior member of staff to provide insight to their experience and help senior staff understand what they can do to support race equality.</p> <p>Trust Board members, as the first cohort of the reverse mentoring programme, to reflect on the outcomes and</p>	Trust Board Chair, CEO and HR Director/ Associate Dir of OD & Culture/Head of OD/Head of EDI	Autumn 2022	<p><u>Update:</u></p> <ul style="list-style-type: none"> • First cohort of the Reverse mentoring programme rolled out in March 2022*. • Feedback from both Mentors and Mentees is captured during peer support and reflection sessions. Actions will be agreed at the end of the programme for the first cohort. <p><u>Intended Plans/outcomes for future:</u></p> <p>Reverse Mentoring Programme:</p> <ul style="list-style-type: none"> • Senior Leaders who can confidently speak on key issues regarding inequalities and lived experiences. The programme will target senior leaders and middle managers as Mentees • Key take-outs from Board's reflections <p>Board session to be held to agree key messages, enhance policy development, to identify key learning elements from the programme particularly fostering among the senior management as sense of "Pledges and Commitment" to exhibit our consistent efforts to the Equality Diversity and Inclusion Agenda reflected in the Trust Values: Optimistic, Appreciative and Kind.</p> <p>*The long term plan with Reverse Mentoring is to continue it as a sustainable programme for all staff promoting real understanding of staff lived experience from ward to Board, visibility of issues across the organisation and better communication. Trained Mentors will then be supported through a Mentoring Network to provide "A Day in the Life of" opportunities to promote other careers and opportunities across</p>

	key messages in order to influence the strategic way forward with the programme.			the Trust. The programme will extend beyond race to all protected characteristics, with particular focus on sexual orientation and disability. The ultimate goal is to reach the ambition of our Trust in that of being inclusive, valuing talent and skills of our workforce, thereby leading to improved access to resources and representation of all our staff members including those under the 9 protected characteristics; improved retention, and finally representation of our ethnic diverse colleagues in posts higher than Band 6.
1.5	<p>Bi-annual WRES / WDES report on the workforce data in relation to race by:</p> <ul style="list-style-type: none"> • Broadening our advertisement scope • Applications/ Shortlisting/ Recruitment • Promotion/career progression/ • Secondment • Employee relations case work • Access to training & development (non-Mandatory) • Leavers/Turnover • Sickness (short-term and long-term data) 	Head of Recruitment/ Head of Employee Relations/Head of EDI	Dec 2022 ongoing	<p>Update:</p> <ul style="list-style-type: none"> • EDI themed questions to be included in the values based questions for interview panels. • Personal mentorship provided by EMBrace Chair to the international nurses is continuing. • Breakdown of ethnicity included in monthly performance reporting of ER casework. • Workforce EDI data is routinely reported, reviewed and appropriate actions undertaken <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> • Within existing Workforce EDI data reporting, the new monthly EDI Data Group meetings will ensure the data is reviewed and appropriate actions undertaken such as target-based approach to increasing the rate of EDI Data Disclosure; and disclosure is monitored regularly to identify proactively any gaps, and/or needed improvements. • In collaboration with Workforce Team and Assistant Director of Workforce Planning build a robust report covering widely the recognised metrics for reporting on a monthly basis including those highlighted in the NHS People Plan and as much as possible to include last month's/year's position • Ethnicity data provided to be broken down by BAME in comparison to White then by the following categories: <ul style="list-style-type: none"> ○ Black ○ Asian ○ Mixed ○ Other ○ White • Building in an intersectional lens on the data to identify multiple discrimination. Diversify the utilisation of portals when advertising our posts,

				<p>ensuring such are known locally, within the community (a few examples are but not limited to community centres, churches, various online platforms)</p> <ul style="list-style-type: none"> • Support with applications, interviews, etc. for BAME staff. • Cultural Ambassadors to be part of the recruitment/career progression panel; • Policy development specifically for the Cultural Ambassadors • Cultural Ambassadors training packages will be developed, one of which for interviews.
1.6	Commit to increasing the number of shortlisting and interview panels that include BAME representation, identifying which roles it is essential to have a BAME panel member participating	Associate Director OD & Culture /Divisional Heads/Head of EDI	April 2023	<p><u>Update:</u></p> <ul style="list-style-type: none"> • 52% of all roles at band 8a and above interviews have BAME representation on the panel <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> • Commitment to ensuring increased representation of BAME staff on recruitment panels for all Band 8a and above panels where there are BAME candidates shortlisted. This will be achieved by implementing a Policy on Cultural Ambassadors, thus expanding and mandating their remit. N.B. Support from EMC to backfill time for Diversity Partners in order that they are able to fulfil this remit. Our new remit will be that no interview can take place without a Cultural Ambassador present. • Plans to extend this commitment to all roles Band 7 and above in 2023/24
1.7	<p>Review and update Recruitment and Selection training to include unconscious bias for all recruiting managers and interview panel members</p> <p>ESNEFT webinar focused on listening to BAME staff's barriers to progression</p>	<p>Associate Director of OD & Culture, Assistant Director of Education, Head of EDI</p> <p>EMBrace chairs, Associate Director of OD & Culture, Head of EDI, Associate</p>	April 2023	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Updated the current Recruitment and Selection Packages to include Unconscious Bias training • Mandated Recruitment and Selection training (including unconscious bias) for all recruiting managers ensuring that panels have at least one panel member who is trained • Reverse Mentors are sharing lived experience with their mentees – any barriers or areas of focus to improve staff experience are to be captured. • Cultural Ambassadors to assist with audit of interview scoring sheets to review quality of decision making at interview panels, thus ensuring the selection process is carefully monitored, further enabling us to detect any errors put in place and any learning from such procedures. <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> • Utilise the data sets to drive development and progression

		Director of Communications		<ul style="list-style-type: none"> Confirm at the start of interviews if the panel members had attended the unconscious bias training Develop a series of listening events with EMBRACE to surface and address BAME staff barriers to progression. Follow-up conversations with all non-white internal staff who are successful at shortlisting but unsuccessful at interview to offer appropriate support and training to maximise opportunity at future interviews. Regular monitoring of decision making on future panels.
1.8	EDI training for managers to be included in all leadership and management development programmes	Associate Director of OD & Culture/Head of OD/Head of EDI	April 2023	<p><u>Update:</u></p> <ul style="list-style-type: none"> Reviewed all existing materials to identify any gaps Implemented an EDI thread throughout the Leadership Development Pathway rolled out in June 2022. 'Leading in Allyship and on to Advocacy' being designed in conjunction with Joint ESNEFT/ICS Strategic EDI Lead. Mandatory Recruitment and Selection training for all recruiting managers EDI section included in all tender documents. Senior Leaders Event held to focus on compassionate and inclusive leadership at every level Talk and Transform Race Awareness Programme available to all staff <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> EDI Training under review <p>Development of Level 2 EDI Training targeted at line managers/mentors under way;</p>
1.9	Identify and consider opportunities for EMBrace Network chair/co-chairs/deputy chair to be involved in key committees – this action includes identifying opportunities for other Staff Network chairs to be included.	Trust Company Secretary/Director of Governance	Dec 2022	<p><u>Update:</u></p> <ul style="list-style-type: none"> Bi-monthly meetings arranged between Staff Network Chairs and Director of People and OD to review the forward plan and support needed. EMBRACE Chair attendance at monthly EDI Steering Group meetings <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> Embedding Staff Networks into Trust governance EMBRACE colleagues to be invited to join the Staff Experience Reference Group once established Increasing the Staff Voice in everything we do such as actively taking part in our yearly Action Plan development; The Trust wide EDI Inbox has been activated, and will be promoted for utilisation by all staff for purposes of reporting incidents/concerns, but primarily in place to share ideas/improvements, provide recommendations for a better ESNEFT

1.10	Create and develop a pool of BAME colleagues contribute to diverse recruitment panels and interview stakeholder groups	Head of EDI, Assistant Director of Education, Head of Resourcing (Lead)	April 2022	<p><u>Update:</u></p> <ul style="list-style-type: none"> Protected time provided for Staff Network Leads, Cultural Ambassadors and BAME staff supporting Recruitment processes <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> This will be included as part of the role of the Cultural Ambassador now we have extended their protected time to incorporate recruitment panels. We recognise that this is the responsibility of the whole panel, hence the wider training that is being supported, however, we are keen to support colleagues to take on management/leadership opportunities Improving the diversity of recruitment and selection panels: Recruitment and Selection training provided to identified Cultural Ambassadors
1.11	Undertake further Board Development Sessions and staff experience storytelling with the EMBrace, LGBTQ and ESnable Staff Networks to support the effective integration of Staff Networks.	Trust Company Secretary/ Head of EDI	April 2023	<p><u>Update</u></p> <ul style="list-style-type: none"> One Board Development session delivered in previous year focussing on the anti-racism pledge and race awareness. Staff Experience story held at Trust Board meeting focussing on homophobia and racial abuse from patients <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> Plan of delivery to be identified in the Board forward plan working with communication team and Head of EDI Staff Networks to become a key stakeholder community within the Trust. Staff Network leaders visibility and leadership role widely recognised.
1.12	Ensure that the Trust takes positive action for the appointment of Executive and Non- Executive Director posts and encourages applications from as diverse a pool of talent as possible to demonstrate the Trust's commitment to diversity and inclusion	Trust Board Chair (Lead) CEO/Director of People and OD	Ongoing	<p><u>Update:</u></p> <ul style="list-style-type: none"> Recruitment processes are open and transparent NHSE/I values based recruitment process implemented Include targeted adverts in specific places to attract diverse candidates For Band 9 and above posts we will work to attract a diverse field (race and gender) and not proceed to interview unless candidates represent that diversity.

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4

Objectives	<ul style="list-style-type: none"> • Reduce the gaps in experience between white staff and BAME staff • Support managers to understand structural and individual acts of racism and develop cultural intelligence programmes 			
What actions do we need to take and why?	<p>Our WRES data indicates that further work has to be undertaken to improve the data collection and analysis of HR interventions and Learning and Development opportunities in terms of race. The actions below are focused on raising awareness of WRES data and further developing targeted interventions including the RCN Cultural Ambassador programme to help close the gap for our BAME Staff regarding a positive experience of the workplace.</p>			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for future actions
2.1	Generate and analyse training reports for staff that access non-mandatory training (including the introduction of apprenticeships) by triangulating data with ESR records.	Assistant Director of Education/all training and development/OD leads	Jan 2023 ongoing	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Apprenticeship reports generated based on protected characteristics • Plan of OLM optimisation with all training and OD leads to ensure all training is being captured to assist in reporting (if correct ESR number available, possible to provide this through Workforce Team). • Ongoing disclosure encouragement emails being sent increasing understanding our workforce enhancing the analysis and understanding of staff accessing and undertaking non-mandatory development across the organisation. <p><u>Intended Plans</u></p> <ul style="list-style-type: none"> • Non-mandatory development opportunities are recorded aiding the Trust's reporting against Metric 4. • In line with other Trusts, implement the BAME Fellowships; • Promote and inform the GMTS Programme across the Trust
2.2	Increase awareness of the WRES and WDES data amongst divisional teams.	Head of EDI/HRBPs/Workforce team	April 2023	<p><u>Update:</u></p> <ul style="list-style-type: none"> • As 1.2 Divisional Reports to be cascaded on monthly basis of all EDI data <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> • All operational senior teams have an understanding of their WRES and WDES data and are able to promote positive action initiatives in their divisions • Have an active engagement of the senior management within each unit in respect to how they propose to change, be better, improve based on the learning/data accrued from the Reports. Specifically, after receiving

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4

				such reports, report back on key areas identified within their unit to improve, comply with the Trust's ambition and vision, its Public Equality Duty and the Equality Act, as well as put into effect the Equality Diversity and Inclusion Agenda.
2.3	Further develop the RCN Cultural Ambassadors (CA) Programme for disciplinary and grievance cases relating to a member of staff from a BAME background and introduce other targeted interventions to reduce likelihood of unconscious bias and ensure all decisions are fair and equitable	Associate Director of OD and Culture/Head of EDI	December 2022 ongoing	<p><u>Update:</u></p> <ul style="list-style-type: none"> • 20 colleagues took part in the MerseyCare Restorative Just & Learning Culture programme. • J&LC Programme Board established to identify a plan to transition to Just and Learning Culture throughout the organisation • 9 Cultural Ambassadors (soon to be Diversity Partners) are supporting BAME staff involved in disciplinary and grievance cases. • Breakdown of ER cases by ethnicity reported to Performance Committee and EDI Steering Group <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> • Expanding role of Cultural Ambassador participants to champion EDI agenda and actively involved within the Trust activities. • Develop and implement a policy document to mandate the roles and responsibilities of the Cultural Ambassadors • Further recruitment of Cultural Ambassadors to support expanded role including participation in recruitment panels
2.4	Undertake annual analysis of all disciplinary data to identify any trends or issues in relation to race.	Head of Employee Relations (lead) /Head of EDI	March 2023	<p><u>Update:</u></p> <ul style="list-style-type: none"> • Annual review completed re % of BAME cases relating to B&H, although the actual number was low (4 BAME to 5 non BAME). Figures reported monthly since April 2022 • Monthly review of ER cases using the Just and Learning principles <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> • Identify learnings from Cultural Ambassador programme, triangulate the information with concerns raised with the Freedom to Speak Up Guardian and have actions to address identified gaps. • Hold regular Focus Groups with an Executive sponsor present for all staff to attend. From which 3 main themes will be agreed to take forward into action.

2. Workforce Data - Employee Relations and Education & Training – WRES Metric 2, 3, 4

2.5	Review diversity measures / KPI's as outlined in the Talent Management Strategy and Implementation plan.	Assistant Director of Training and Development/Associate Director of OD & Culture/Head of EDI/HRBPs	March 2023	<u>Update:</u> <ul style="list-style-type: none"> Talent Management Strategy and identified Succession Plans are Equality Impact Assessed Performance measures introduced to monitor the diversity of identified talent and their development plans <u>Intended Plans/outcomes for future:</u> <ul style="list-style-type: none"> Strengthen and promote Talent Management programmes across the organisation and provide further bitesize sessions to support managers
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3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8

Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 			
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement. Where the WRES data indicates statistically significant variances (5% or more) we have identified the actions outlined below.			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for the future
3.1	Identify and celebrate different cultures and promote staff engagement in diversity initiatives through an inclusive Diversity Calendar	Associate Director for OD and Culture/Associate Director for Communications & Engagement	November 2022 ongoing	<u>Update:</u> <ul style="list-style-type: none"> Working collaboratively with Comms and relevant senior and network leads to promote the combined Diversity and Wellbeing Calendar Second sporting event took place in July. <u>Intended Plans/outcomes for future:</u> <ul style="list-style-type: none"> Re-energise the programme of inclusive cultural diversity events produced and communicated internally and externally, utilising the support resource and funding approved by the Trust. Active engagement of BAME and non-BAME staff and collaboration and co-production by Staff Diversity Networks of initiatives
3.2	Support the BAME Network (EMBRACE) to: <ul style="list-style-type: none"> Develop an annual plan 	Head of EDI/EMBRACE Leads	November 2022	<u>Update:</u> <ul style="list-style-type: none"> EMBRace Work plan produced , approved by EDI Steering Group and published online

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8

Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 			
What actions do we need to take and why?	<p>The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement. Where the WRES data indicates statistically significant variances (5% or more) we have identified the actions outlined below.</p>			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for the future
	<ul style="list-style-type: none"> Promote active engagement with members and BAME staff 			<p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> Support the network to roll out key initiatives within the annual plan Attendance at all EMBRace network meetings
3.3	Undertake a divisional-based intervention (deep dive) into the experiences of BAME Staff and share learning across the organisation.	Head of EDI	January 2023	<ul style="list-style-type: none"> Staff Story at Trust Board Meeting in February 2022 and Race/LGBTQ+ awareness sessions rolled out thereafter. <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> Cultural Audit will identify key areas of work as protected characteristic data will be collected throughout the audit. Undertake a listening exercise (Led by the networks) to identify the key priorities of the staff Findings to be used as a model of best practice and shared with other Staff Diversity Networks to promote inclusion and appreciation of intersectionality
3.4	Identify BAME colleagues to become Assistant Freedom to Speak Up Guardian	Freedom to Speak Up Guardian	December 2022 ongoing	<p><u>Update:</u></p> <ul style="list-style-type: none"> 7 Assistant FTSU Guardians have been in place since April 2021. Plans are underway to recruit an additional Assistant Guardian from within the BME community. Further to this there is an aspiration to have additional Assistant Guardians within each of the staff networks to increase our reach and improve our service. Regular reporting of concern themes reported to the Wellbeing Steering Group <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> National Guardian Strategy just published – alignment of ESNEFT policy is being undertaken

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8

Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 			
What actions do we need to take and why?	<p>The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement. Where the WRES data indicates statistically significant variances (5% or more) we have identified the actions outlined below.</p>			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for the future
				<ul style="list-style-type: none"> Ensure that within ESNEFT every member of staff, whatever their geographical location knows how to access FTSU provision Explore a wellbeing data recording tool, a software solution, allowing input from multiple agencies with discretion protocols protecting confidentiality for individuals
3.5	Identify and deliver Career Development workshops / Masterclasses for BAME Staff facilitated by BAME Network e.g. – interview skills, developing your personal 'brand', successful applications etc.	Assistant Director of Training and Education/Associate Director of OD and Culture/Head of OD	January 2023	<u>Intended Plans/outcomes for future:</u> <ul style="list-style-type: none"> Career development guide under development. Design a series of masterclasses for Interview skills, application skills, career coaching which will form part of talent and career support Providing support of BAME colleagues to their potential for success in the recruitment and selections processes. Actively work with HRBPs/Divisions to identify talent and career progression support needs Consider and implement a BAME Fellowship programme

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8

Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 			
What actions do we need to take and why?	<p>The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement. Where the WRES data indicates statistically significant variances (5% or more) we have identified the actions outlined below.</p>			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for the future
3.6	Awareness-raising and routing of BAME staff and other under-represented groups to Leadership Academy register of coaches and mentors	Assistant Director of Training and Development /Head of EDI	By Dec 2022	<p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> Continue development of a Coaching and Mentoring Network Access to Stepping Up and Ready Now programmes (NHS Leadership Academy Coaching and Mentoring) provision <p>The Trust is able to provide a formal structure to facilitate BAME staff career development.</p>
3.7	Reduce the number of BAME staff experiencing B&H from staff, managers, team leaders or other colleagues – identify actions to be undertaken working with the Freedom to Speak Up Guardian (FTSU)	Head of Employee Relations/Head of EDI/FTSU Guardian/Head of OD/Culture Ambassadors	December 2022	<p><u>Update:</u></p> <ul style="list-style-type: none"> Cultural Ambassadors supporting BAME staff through recruitment panels and formal processes Any issues raised with the FTSU guardian from a BAME colleague that contains an element of EDI concern is immediately flagged up to the Head of EDI. Implemented the Just and Learning Culture working principles and review of all ER cases undertaken each month to ensure support is provided to all individuals involved in formal processes Supportive leadership rolled out as part of interventions with teams <p><u>Intended Plans/outcomes for future:</u></p> <ul style="list-style-type: none"> Staff Survey and WRES data for this indicator improves. Culture Audit Survey rolling out in the Summer focussing on key areas identified Zero tolerance declaration to be made and posted by the senior team

3. Staff Survey Indicators & Staff Engagement – Metrics 5, 6, 7 and 8

Objectives	<ul style="list-style-type: none"> Reduce the gaps in experience between white staff and BAME staff. 			
What actions do we need to take and why?	The actions in this part of the WRES action plan involve working to understand and explore the experience and perceptions of our Black, Asian and minority ethnic staff through wider staff engagement. Where the WRES data indicates statistically significant variances (5% or more) we have identified the actions outlined below.			
Reference	Action to be taken	Responsible owner(s)	Completion date	Update from last year and Intended Outcomes for the future
				<ul style="list-style-type: none"> Civility and Respect Toolkit designed and awaiting comment before roll out of Bullying and Harassment Awareness sessions Leading in Allyship to be designed and Allyship Network to be established as part of staff support network. Creation of monthly reports from the FTSU to assess, learn, embed into the action plan, to ensure that our strategies and, practices are aligned with tackling the issues of B&H; Push for the Zero Tolerance Policy, work underway with Communications & Engagement, across all our sites
3.8	Actively encourage participation of BAME staff in non-mandatory programmes including Trust delivered programmes, Apprenticeships, NHS Leadership Academy development programmes e.g. Stepping Up, Ready Now programmes etc. also Aspire HPMA programme	Associate Director of OD and Culture/Assistant Director of Training and Development	January 2023 Ongoing	<u>Update:</u> <ul style="list-style-type: none"> Reporting of all non-mandatory training broken down for WRES and WDES plans Breakdown of Apprenticeships data for WRES/WDES Enrolled as member of HPMA <u>Intended Plans/outcomes for future:</u> <ul style="list-style-type: none"> Create a plan of programme start dates Actively promote through the Networks Comms promoting accessible programmes offering support with application process BAME Staff uptake of non-mandatory training programmes increases. BAME Staff are actively encouraged to seek development opportunities and positive stories captured from their participation.