

APPENDIX B: WORKFORCE RACE EQUALITY STANDARD. ACTION PLAN - 2021 - 2022
This document supports the first Workforce Race Equality Standard Report which was approved at Trust Board on 29/09/2021

Slippage / Critical		Slippage likely / Not Critical		On Track, Good Progress		Delivered	
Metric	Result	Action Required	Rationale / Intended Outcome	Lead	Due Date	Progress	
Metric 1 Percentage of BAME staff in each of the National NHS Pay Bands, Medical and Dental subgroups and very senior managers including executive board members, compared with the percentage of staff in the overall workforce [Higher = Better] 2020: 26% 2021: 24.7%	Deterioration: Whilst representation has increased across the majority of bandings in the Trust, the overall figure is lower than last year but still higher than the NHS National Average (21%)	[1.1] Targeted recruitment for Band 6 (and above) positions and Medical grade positions.	Targeted recruitment will address the lack of representation in these areas.	Associate Director of People Services HR Business Partner for Resourcing	31 March 2022		
		[1.2] Review the Talent Management Arrangements specifically for Ethnic Minority Staff alongside reviewing and collaborating with NHSEI Talent offer for BAME Staff. Include engagement with BAME staff in the review.	Identify any gaps and barriers faced by BAME staff.	Associate Director of Workforce Development and Learning	31 March 2022		
Metric 2 Relative likelihood of BAME staff being appointed from shortlisting across all posts in comparison to White staff. [Lower = Better] 2020: 0.91 2021: 1.59	Deterioration: Whilst there was an increase in this score, we are still achieving a better likelihood score in comparison to the national average by - 0.02	[2.1] Conduct a deep dive into Professional Groups and Bandings. Localised actions to be developed accordingly in conjunction with the BAME Network.	Identify hotspots in selection processes and address with local managers.	HR Business Partner for Resourcing	31 March 2022		
		[2.2] Lower the Mandate of BAME representation on interview panels from 8a posts to Band 7 and above. Human Resources will work alongside the BAME Network to appoint representatives to interview panels for Band 7 and above	Monitor whether increasing BAME representation at lower levels impacts on overall % representation	HR Business Partner for Resourcing	31 March 2022		
		[2.3] Engage with recruiting managers through Race Equality and Allyship coaching sessions to address this.	Providing Race Equality and Allyship coaching sessions to recruiting managers will give them a better understanding of inequalities faced by BAME Staff and support them in making positive changes.	HR Business Partner for Resourcing	31 March 2022		

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		[2.4] Review our shortlisting, appointment process and paperwork for all EPUT Staff vacancies with representation from a member of staff from the BAME community where possible.	Sharing and discussing these processes with representatives to ensure that there are no barriers to these communities.	HR Business Partner for Resourcing	31 March 2022	
		[2.5] Create targeted recruitment adverts or materials that promote opportunities for BAME staff to our existing portfolio.	Carried over from WRES 2020 – 21 , to increase representation in the Trust.	HR Business Partner for Resourcing	30 September 2022	
<p>Metric 3 Relative likelihood of BAME staff entering the formal disciplinary process in comparison to White staff, as measured by entry into a formal disciplinary investigation</p> <p>[Lower = Better] 2020: 1.41 2021: 3.40</p>	<p>Deterioration: In comparison to their White Counterparts, staff from Black, Asian and Minority Ethnicity Groups are more than three times as likely to enter the formal disciplinary process.</p> <p>We have changed the way we manage staff who are alleged to have been sleeping on shifts, as a large majority of disciplinary cases for Ethnic Minority Staff fell under this category. This has been done alongside the BAME Network Chair.</p> <p>Higher than National Average (+2.24), see Appendix A for further details.</p>	<p>[3.1] Embed Just and Learning Culture and Implement new Conduct Policy and Procedure.</p> <p>[3.2] Update Management Development Programme Training content and materials regarding managing concerns of Bank Staff in line with Just and Learning Culture.</p> <p>[3.3] Implement monthly reporting to enable trends to be identified quicker and addressed between HR and BAME Network Chair</p> <p>[3.4] HR to implement effective use of the Behaviour Toolkit into existing processes, and are guided by the principles within before a BAME person is entered into formal disciplinary process.</p>	<p>Immediate progress is required on this metric, as there has been an ongoing deterioration in this metric since 2019.</p> <p>Ensure ongoing use of tools developed from previous WRES.</p>	<p>Associate Director of People Services</p> <p>Associate Director of People Services</p>	<p>31 March 2022</p> <p>31 March 2022</p>	

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<p>Metric 4 Relative likelihood of BAME staff accessing non-mandatory training and career progression and development (CPD) in comparison to white staff.</p> <p>[Lower = Better] 2020: 2.10 2021: 1.64</p>	<p>Improvement Higher than National Average (+0.50), see Appendix A for further details.</p>	<p>[4.1] OD team to attend BAME Network and provide a Career Lounge discussion on Appraisal and 1:1 Support, discussing Talent Development and to review the development opportunities within EPUT.</p>	<p>Raise awareness of the development opportunities available.</p>	<p>Head of Organisational Development</p>	<p>31 March 2022</p>	
<p>Metric 5 Percentage of BAME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last twelve months, in comparison to white staff.</p> <p>[Lower = Better] 2020: 39% 2021: 33%</p>	<p>Improvement: Higher than National Average (1.16), see Appendix A for further details.</p>	<p>[5.1] Local security management specialist (LSMS) To attend BAME Network sessions to gain feedback and also share current progress on Zero Tolerance work in the Trust.</p>	<p>Maintaining improvement and ensuring that LSMS is aware of and able to take actions on BAME Network Action Plan, as well as ensuring Network is regularly updated on how EPUT is mitigating this Metric.</p>	<p>Local Security Management Specialist (LSMS)</p>	<p>Network Attendance</p>	
		<p>[5.2] Develop Civility and Respect work as part of the Just and Compassionate Culture work in the Trust and the NHS People Plan. (Cross refer to the EPUT People Plan). Ensure this is communicated to all staff.</p>	<p>Promote early resolution and encourage strong behaviours.</p> <p>[This action also ties into Addressing Metric 6]</p>	<p>HR Business Partner for Bullying and Harassment</p>	<p>31 January 2022</p>	
<p>Metric 6 Percentage of BAME staff experiencing harassment, bullying or abuse from staff in last twelve months, in comparison to white staff.</p> <p>[Lower = Better]</p>	<p>Deterioration Lower than National Average (-1%), see Appendix A for further details.</p>	<p>[6.1] Implement Behaviour Toolkit within the Trust.</p>	<p>Clarity around standards and examples of good and bad behaviour to give staff clarity.</p>	<p>Head of Organisational Development</p>	<p>31 October 2021</p>	
		<p>[6.2] Introduce "Civility, Respect and Resolution" Policy and Procedure.</p>	<p>Changing culture in how we manage concerns raised by individuals and supporting them better.</p>	<p>HR Business Partner for Bullying and Harassment</p>	<p>[Cross Refer to EPUT People Plan]</p>	

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2020: 25% 2021: 27%		[6.3] HR staff who investigate these concerns should have an understanding of racial discrimination and utilise the BAME Network representatives within the investigation	Ensuring that Investigators have a clear understanding of racial discrimination, discriminatory behaviour and involve appropriate representation will help identify potential biases.	HR Business Partner for Bullying and Harassment BAME Network Chair	30 September 2022	
		[6.4] Ensure there is clear guidance and narrative on the sanctions against staff who engage in discriminatory behavior against other staff	All EPUT staff should be able to clearly understand that	HR Business Partner for Bullying and Harassment Local Security Management Specialist	31 March 2022	
Metric 7 Percentage of BAME staff believing that the Trust provides equal opportunities for career progression or promotion, in comparison to white staff. [Higher = Better] 2020: 74% 2021: 67%	Deterioration Lower than National Average (-4%), see Appendix A for further details.	[7.1] Develop and Implement Talent Database system within the Trust (alongside HR Team). Quarterly Updates provided to BAME Staff Network.	Implementation of Talent Database allows the Trust to identify high-performing staff based on Merit instead of relying on nominations, and helps to remove bias.	Associate Director of Workforce Development and Learning	31 March 2022	
		[7.2] As part of current HR Review, carry out a complete review of recruitment processes – including acting up / secondments. BAME Network to be involved by HR Team in focus groups across the trust with BAME staff.	As this has deteriorated this year and is lower than the national average, reassurance is required immediately to demonstrate this to staff.	HR Business Partner for Resourcing	30 September 2022	
		[7.3] Deliver two cohorts of Reverse Mentoring Programme, including BAME Staff representatives.	Positive feedback and learning for Reverse mentoring program should be replicated across 2021, and awareness raised to involve new mentors and mentees.	Associate Director of Workforce Development and Learning	30 September 2022	
		[7.4] Implement EPUT BAME Leadership Programme (“Rise”), with 60 BAME staff member. (Commencing Oct / Nov 2021)	A pilot session designed to develop confidence and raise awareness of employment opportunities for these staff.	Associate Director of Workforce Development and Learning	30 November 2021	

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Metric 8 “In the last twelve months have you personally experienced discrimination at work from Manager / team leader or other colleagues?” (responses from BAME staff in comparison to white staff.) [Lower = Better] 2020: 13% 2021: 18%	Deterioration Higher than National Average (+3%), see Appendix A for further details.	[8.1] Refer to Metric 5.2 and 6.1 regarding “Behaviour Toolkit” and “Civility, Respect and Resolution” Policy and Procedure.	Refer to Metric 5.2 and 6.1	Refer to Metric 5.2 and 6.1	Refer to Metric 5.2 and 6.1	
		[8.2] Increase the number of Race Allyship Coaching sessions and mandate through the mandatory training process that all L100 (Band 7) and above attend within the next year.	There needs to be a push to encourage senior leads to develop these skills and implement them in their work and their team culture.	Director of Equality and Inclusion BAME Network Chair Local Security Management Specialist	31 March 2022	
		[8.3] Communicate a clear process of action when a staff member reports bullying or harassment from their manager or senior manager with the support of a BAME appointed person.	Clarify what happens when a staff member is discriminated against by a manager or senior lead. This would encourage staff to report these incidents.	HR Business Partner for Bullying and Harassment	31 March 2022	
Metric 9 Percentage difference between the organisation’s Board membership and its overall workforce for BAME staff: [Lower = better] 2020: 19.3% 2021: 0.3%	Improvement: The percentage of EPUT Board and Overall workforce only have a difference of 0.3% (See Appendix A for further data) Lower than National Average (-6.7%), see Appendix A for further details.	[9.1] Maintain Trust’s current progress and review after six month period.	Positive results need to be monitored and will hopefully lead to more representative decision making in the Trust.	Director of Equality and Inclusion Trust Secretary	31 March 2022	

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GENERAL WRES ACTIONS	[G1] Agree, mark and celebrate key dates in the BAME calendar, provide funding through proposals and Communications support. Dates include <ul style="list-style-type: none"> Black History Month (October 2021) Asian Heritage Month (18 July – 17 August 2022) 	Strong messaging and awareness across the Trust around Race and Culture.	Equality Advisor BAME Network Chair	Monthly	
	[G2] Develop an E&I Strategy with a strong Race Element reflecting the WRES Priorities through a stakeholder engagement process	Set and agree a strategic direction for race and WRES to give impetus.	Director of Equality and Inclusion	31 May 2022	
	[G3] Work collaboratively on system-wide Race Priorities through our localities.	System wide collaboration on race will impact on EPUT overall race equality.	Director of Equality and Inclusion	Immediate / Ongoing	
	[G4] Secure two WRES Expert positions within EPUT. Agree protected time for this role and open out for competition depending on number of spaces EPUT is allocated. (August 2021: We have applied for four places in this programme via NHS East of England).	WRES experts are connected nationally and trained in data analysis and solutions. EPUT has been without for 12 months.	Director of Equality and Inclusion	Dependent on NHSI	
	[G5] Report the 2022 Staff Survey results by ethnicity – reporting through the E and I committee for discussion.	Better Identify the overall experience of Ethnic Minority staff	Head of Staff Engagement	31 May 2022	
	[G6] Race Equality added as a specific Risk on the Board Assurance Framework (BAF) Risk Register.	Lack of progress over time requires a stronger focus on Race equality.	Director of Equality and Inclusion	31 October 21	
	[G7] Embed WRES (Equality) performance indicators within appraisal process for senior leaders, managers and team leads responsible for recruitment. These should be measureable and leads held accountable.	Senior Leaders, managers and team leaders responsible for recruitment are held accountable for their contributions to the WRES (as well as all E&I projects) and are encouraged to engage.	Head of Organisational Development Director of Equality and Inclusion	30 September 2022	
	[G8] Implement Protected Time and Administrative assistance for the BAME Staff Network	The Network plays a vital function in the Trust's goals, and should be supported to ensure it is able to continue doing this at a Trust standard independently.	Director of Equality and Inclusion	30 September 2022	