

Workforce Race Equality Standard Action Plan 2017 - 2020

Updated July 2019

WRES indicator	What Action do we need to take?	Project lead and update	Target Date																									
<p>1.a Overall BAME staff representation is in line with the local population.</p> <table border="1" data-bbox="191 716 690 927"> <thead> <tr> <th></th> <th colspan="2">2018</th> <th colspan="2">2019</th> </tr> <tr> <th></th> <th>C</th> <th>NC</th> <th>C</th> <th>NC</th> </tr> </thead> <tbody> <tr> <td>BAME</td> <td>14%</td> <td>8%</td> <td>15%</td> <td>9%</td> </tr> <tr> <td>White</td> <td>83%</td> <td>90%</td> <td>82%</td> <td>90%</td> </tr> <tr> <td>Unknown</td> <td>69%</td> <td>8%</td> <td>3%</td> <td>1%</td> </tr> </tbody> </table> <p>1.b. There is strong representation of BAME staff within the medical workforce</p>		2018		2019			C	NC	C	NC	BAME	14%	8%	15%	9%	White	83%	90%	82%	90%	Unknown	69%	8%	3%	1%	<p>Expand the Trust's Apprenticeship Programme across other service and occupational groups to create an entry level pipeline for people from the local community.</p> <p>Extend the Trust's Mentoring and Coaching Programme to target BAME staff at band 6 and 7; and introduce reverse mentoring as part of Trust leadership development programmes by January 2019</p> <p>Use talent management conversations to identify BAME staff with future</p>	<p>Matt Smales-Creswell</p> <ul style="list-style-type: none"> • Apprenticeship Programme • Developing a route to right care Apprenticeship scheme • Support workers development programme • Graduate Scheme • Internship <p>Nadia Hussain Cohort 1 of reciprocal mentoring underway Cohort 2 from October 2019</p> <p>Nadia Hussain Email to be sent to managers asking for them to send common themes of development requested. To build in to 2019's PDR a section for key development area</p>	<p>October 2019</p> <p>October 2019</p>
	2018		2019																									
	C	NC	C	NC																								
BAME	14%	8%	15%	9%																								
White	83%	90%	82%	90%																								
Unknown	69%	8%	3%	1%																								

<p>1.c Representation at band 8a and above is not reflective of the wider workforce</p> <p>1.d Representation differs within pay bands, occupational and service groups</p>	<p>management/leadership potential and put forward for Trust and Leadership Academy development programmes. Commence April 2018.</p>	<p>on front sheet - once we have the data to then ensure development plan are in place. Direct colleagues to coaching programme for career coaching and explore appetite for BAME career buddies and career surgery.</p>							
<p>Recruitment:</p>	<p>What Action do we need to take?</p>	<p>Project lead and update</p>							
<p>2. White applicants 1.86 times more likely to be appointed from shortlisting than BAME applicants</p> <table border="1" data-bbox="191 1032 638 1138"> <tr> <td>Year</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td>Relative likelihood</td> <td>1.73</td> <td>1.86</td> </tr> </table>	Year	17/18	18/19	Relative likelihood	1.73	1.86	<p>Equality impact assess each stage of the recruitment process for different staff groups to identify areas to address by April 2018 and ongoing</p> <p>Review a sample of interview questions and scores for equality considerations by March 2018.</p> <p>Develop a marketing campaign aimed at the local BAME community, involving BAME</p>	<p>Lorna Smithson / Kelly Baxter - to update</p>	
Year	17/18	18/19							
Relative likelihood	1.73	1.86							

	<p>staff to promote careers at Airedale and to outline expectations of roles by January 2018.</p> <p>Produce guidelines on applying for jobs via NHS jobs and value based recruitment for applicants by February 2018; and commence outreach within the local community to outline the recruitment approach from February 2018.</p> <p>Develop and target a revised work experience programme aimed at people in the local community by June 2018.</p> <p>Train managers in value based recruitment and unconscious bias from January 2018 onwards.</p>	<p>Matt Smales-Creswell - Linked to the 1a above.</p> <p>Nadia Hussain Values based questions have been designed these are now within the recruitment and selection training along with unconscious bias. Supporting tools are also now available on Aireshare</p>	
--	---	--	--

Disciplinary	What Action do we need to take?	Project lead and update							
<p>3. Parity between BAME and white staff entering the disciplinary process</p> <p>The relative likelihood of BME staff entering the formal disciplinary process compared to white staff is 1.17</p> <table border="1" data-bbox="191 690 638 794"> <thead> <tr> <th>Year</th> <th>16-18</th> <th>17-19</th> </tr> </thead> <tbody> <tr> <td>Relative likelihood</td> <td>0.81</td> <td>1.17</td> </tr> </tbody> </table>	Year	16-18	17-19	Relative likelihood	0.81	1.17	<p>Action plan developed to equip managers with skills to deal with issues informally</p>	<p>Holly Tetley</p>	
Year	16-18	17-19							
Relative likelihood	0.81	1.17							
Non-Mandatory Training and development									
<p>4. The relative likelihood of white staff accessing non-mandatory training compared to BME staff is 1.37 times higher</p> <table border="1" data-bbox="191 1232 638 1336"> <thead> <tr> <th>Year</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>Relative likelihood</td> <td>1.34</td> <td>1.37</td> </tr> </tbody> </table>	Year	17/18	18/19	Relative likelihood	1.34	1.37	<p>Improve data collection on access to training, education and development as part of the implementation of ESR self - service</p> <p>Use BAME focus group and annual appraisal process to</p>	<p>Nadia Hussain: For all 2019 Leadership workshop to be inputted into ESR this will enable us to see who attends the workshops ESR Manager Self Service Project will allow for better use of data</p> <p>As per 1c and 1d above –</p>	
Year	17/18	18/19							
Relative likelihood	1.34	1.37							

	<p>identify any access difficulties from April 2018.</p> <p>Equality impact assessment of the new band 1-4 training and development offer to be completed by January 2018.</p>	<p>ensure the PDR process for 2019 is changed to indicate on front sheet key development areas</p> <p>Matt Smales-Creswell – this is linked back to 1a above</p>	
Staff Experience	What Action do we need to take?	Project lead and update	
<p>BAME staff in the 2016 Staff Survey were more positive than white staff across the majority of indicators.</p> <p>However, BAME staff reported that they were more likely to experience harassment, bullying and abuse from staff – 27.4% compared to 24.26%; and more likely to experience discrimination from managers and colleagues – 10% compared to 5.29%.</p> <p>5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months</p>	<p>Continue to support the BAME Network Focus Group to promote inclusion and to give BAME staff a voice, sponsored by Board member.</p> <p>Include as part of Trust Respect and Dignity Campaign in October 2017.</p> <p>Encourage managers to review their approaches to annual</p>	<p>Jo Farn and OLI team:</p> <p>Inclusion is now built into all leadership workshops. A specific Inclusion workshop was delivered as part of Equality and Diversity week.</p> <p>Reciprocal Mentoring launching 30th of November 2018 Plan to launch next cohort in September/October with an Inclusion Event-current mentors and mentees share stories, grow the group</p> <p>Holly Tetley</p>	

	2018	2019		leave, cultural leave and compassionate leave to support inclusion through the above and targeted communications between January and April 2018		
BAME	28.74%	26.73%				
White	19.89%	20.81%				
6. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months						
	2018	2019				
BAME	24.42%	24.75%				
White	20.24%	20.04%				
7. Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion						
	2018	2019				
BAME	69.49%	82.35%				
White	89.08%	90.73%				
8. In the last 12 months have you personally experienced discrimination at work from manager/team leader or other colleagues?						
	2018	2019				
BAME	13.10%	11.46%				
White	5.08%	3.98%				

Board Representation	What Action do we need to take?	Project lead and update										
<p>Board composition is currently not representative of the wider workforce or local population</p> <table border="1" data-bbox="191 412 636 527"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>BAME</td> <td></td> <td></td> </tr> <tr> <td>White</td> <td></td> <td></td> </tr> </tbody> </table>		2018	2019	BAME			White			<p>Proactively encourage BAME applicants to apply for future Board roles to be advertised over the next 2 years; and target BAME applicants through executive search</p> <p>The Trust is in conversation with Gatenby Sanderson with a view to participating in the Non-Executive Director Insight programme. The programme provides mentoring support and first-hand exposure to the Board environment to aspiring Non-Executive Directors and Trustees from under-represented groups.</p>	<p>Jo Farn/Joanne Harrison</p> <p>Vicky Pickles</p>	
	2018	2019										
BAME												
White												