

Equality, Diversity & Inclusion Workforce Race Equality Standard (WRES) Action Plan 2020/21

Mid Cheshire Hospitals NHS Foundation Trust is committed to meeting the requirements of the Workforce Race Equality Standard (WRES).

The Trust aims to ensure that principles of equality, diversity and inclusion are embedded throughout every part of the organisation and improve its status as an organisation that leads the promotion of equality, diversity and inclusion, challenges discrimination wherever it happens, and promotes equality in service delivery and employment.

To achieve our aims the Trust is committed to:

- Promoting equality of opportunity for all
- Promoting an inclusive environment in which all persons are treated with respect
- Fulfilling all of our legal obligations under the equality legislation
- Regarding all breaches of equal opportunities as misconduct which could lead to disciplinary proceedings

This document outlines the actions required as a result of the Trusts Workforce Race Equality Standard (WRES) report from August 2020. The action plan will be monitored by the Equality, Diversity and Inclusion Group.

WRES action plan

Objective	Specific Action	Lead	Timeframe	WRES 2020 submission	Indicator of improvement	Progress
Leadership & Culture						
Staff will work in an environment free from bullying, harassment and discrimination	Develop a culture of dignity and respect for all staff - develop a campaign to ensure professional behaviours in the Workplace.	ED&I Lead Head of OD Security Manager Communications Lead	December 2021	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months - reported increase since the previous year for BAME staff (28.4% in 2019 compared to 17.9% in 2018).	Fewer complaints of bullying and harassment with appropriate actions taken where incidents do occur.	
	Introduce a Civility in the Workplace programme			Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months - an improvement was noted for this metric with 22.4% of BAME staff reporting harassment, bullying or abuse from their colleagues compared to 32.1% in the previous year, however improvement is still required.	Staff confident to raise incidents – increase in reporting	
	Review of zero tolerance campaign – report to evidence number of incidents reported relating to patient abuse and overview of actions taken.			In the last 12 months have you personally experienced discrimination at work from any of the following? - Manager/team leader or other colleagues - 16.2% of BAME staff reported that they personally experienced discrimination compared to 10.3% of BAME staff in 2018.	Civility in the Workplace programme rolled out Improvement in staff survey results relating to discrimination and staff experiencing harassment, bullying and abuse.	

Ensure ethnicity diversity balance on decision making forums	<p>Review all board committees / decision making forums to assess whether staff from protected groups sit on decision making boards – explore implementation of a BAME advisory group.</p> <p>Ensure that decision making groups are reviewing equality impact assessments prior to any strategic decision making</p>	<p>ED&I Lead</p> <p>Director of Workforce and OD</p>	<p>December 2020</p>		<p>Forum in place for staff with protected characteristics to be involved in decision making.</p> <p>Agreed and robust system in place to ensure that EIAs are reviewed prior to decision making.</p>	
Recruitment, Retention & Resourcing						
Ensure that recruitment and selection practices are inclusive for BAME staff and prospective applicants	<p>Work with Trust communications to ensure that we present an inclusive picture to potential job applicants</p> <p>Develop a selection process for senior Trust</p>	<p>ED&I Lead</p> <p>Recruitment Manager</p>	<p>December 2021</p>	<p>24.9% of all applications for posts during the 2019/20 period were from BAME applicants.</p> <p>White staff are 1.43 times more likely to be appointed from shortlisting compared to BAME staff.</p>	<p>Noted improvement in conversion rates for BAME staff.</p> <p>Evidence to support whether BAME staff are not applying for promotional</p>	

	<p>posts with a clear focus on selecting for talent and reducing unconscious bias - include use of psychometric testing and diverse stakeholder panels for senior appointments band 8a and above.</p> <p>Enhance recruitment training so focus is on reducing unconscious bias at all stages of selection</p> <p>Expand and mandate diversity of all selection panels – proposal paper to ED&I Group in October 2020</p> <p>Analyse trend data in relation to Band 6 nursing vacancies and</p>				<p>opportunities or whether are not successful for promotion at interview stage – further actions will be required to address the outcome.</p>	
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	------------------------------------------------------------------------------------------------------------------------------------------------	--

	appointments to determine progression opportunities for Band 5 staff.					
Employee Voice						
Examine issues facing BAME staff and improve working experience	Develop/enhance the profile of the newly formed BAME Staff Network – additional communication to raise awareness. Branding exercise of the network required. Share stories from BAME staff regarding their experiences in the workplace – to become standard practice	ED&I Lead BAME staff network Chair	December 2020	7.70% of the total workforce are from BAME backgrounds.	Regular events to promote BAME network and celebrate BAME contribution Committed and engaged BAME staff network in place with clear progress against objectives identified.	
Education and Learning						
To have strategies in place to equip and support BAME staff to progress	Explore implementation of a reverse mentoring programme – scoping exercise to be undertaken to explore requirements,	ED&I Lead Head of Education	March 2021	White staff are 0.88 times more likely to access non-mandatory training than their BAME counterparts. This is a slightly worsening position when compared to the previous year when white staff were 0.86 times more likely to access non-mandatory training.	Improvement in staff survey results relating to progression and promotion	

	<p>what this entails and expected outcomes.</p> <p>Explore implementation of a mentorship programme for BAME staff - scoping exercise to be undertaken to explore requirements, what this entails and expected outcomes.</p> <p>Survey to BAME staff to gain in-depth views on career progression opportunities - identification of whether feel are barriers and if feel supported etc.</p> <p>Improvement in training communications regarding availability of development</p>					
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--

	<p>sessions/training – widen reach to ensure awareness.</p> <p>Implement BAME development programme for Band 5 staff to support aspirations to move into higher banded posts.</p> <p>.</p>					
Close the gap between the percentage difference between the organisations' Board membership and its overall workforce	Explore implementation of a Board Apprenticeship programme	ED&I Lead Director of Workforce and OD	December 2020	No BAME representation at Board level - there has been no change to this indicator since the introduction of the WRES with the Board voting profile 100% white.	Board is representative of the overall workforce – robust plans in place to support/develop this.	