



# Workforce Race Equality Standard (WRES) Report 2019-20



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# Workforce Race Equality Standard Report 2019 - 2020

## 1. Introduction and Background

All NHS trusts are required to place more focus on the experiences of Black Asian Minority Ethnic staff (BAME) at work. There are some specific measures which trusts are required to report on regarding BAME staff experiences in the staff survey, access to training, disciplinarys and access to jobs. As required, the Trust looked at this data to see if there are any differences between the experience and treatment of white staff and BAME staff.

In the context of the standard, White staff comprises White British, White Irish and White Other whereas BAME staff comprise all other categories excluding 'not stated'. The Trust continues to be committed to improving the 'not stated' category (which is currently at 3.14%) to capture ethnicity data.

On 31 March 2020, Cambridgeshire and Peterborough Foundation Trust (CPFT) employed 4124 staff and the WRES dashboard is based on 3994 of these staff (97%), this is the proportion of staff who have an ethnicity recorded on their Electronic Staff Records (ESR). At the time of reporting, 592 of the CPFT workforce is from a BAME background (14.36%).

In March 2020 we were informed that the National reporting for both WRES and WDES were suspended this year as a result of Covid19 challenges. However, as a Trust we felt it was important to report on the work we have been undertaking so that we do not lose the momentum in this area. Subsequently in May 2020 we were informed that the formal National Reporting for WRES and WDES has been re-established.

## 2. Collecting Equality Monitoring Data

CPFT is committed to promoting fairness and equality of opportunity for the diverse workforce it employs. To support us to do this we need to have an insight into who our staff are, where they are employed within the organisation and what their experiences are working for CPFT.

We use standard equality monitoring questions developed and agreed across all NHS organisations. The data helps us to understand our workforce and how we can improve working conditions.

The table below contains total number of staff employed in the organisation as of 31<sup>st</sup> March 2020 and those that have self-reported their disability since joining the organisation using Electronic Staff Record (ESR).

<b>Ethnic Group</b>	<b>2019 Total Number 4057</b>	<b>%</b>	<b>2020 Total Number 4124</b>	<b>%</b>
<b>BME</b>	<b>556</b>	<b>14%</b>	<b>592</b>	<b>14.36%</b>
<b>White</b>	<b>3326</b>	<b>82%</b>	<b>3,402</b>	<b>82.50%</b>
<b>Not Stated</b>	<b>175</b>	<b>4.3%</b>	<b>130</b>	<b>3.14%</b>
<b>Total</b>	<b>4,057</b>	<b>100%</b>	<b>4,124</b>	<b>100%</b>

This year there is a slight increase of 36 additional BAME staff employed in the Trust, 14% rising to 14.36%.

### 3. Workforce

#### Overall Workforce Breakdown by Ethnic Group

Ethnic Origin	Total No Staff	% Staff	White/BAME %
White - British	2,947	71.5%	<b>82.50%</b>
White - Irish	68	1.6%	
White - Any other White background	387	9.4%	
White & Black Caribbean	13	0.3%	<b>14.36%</b>
Mixed - White & Black African	11	0.3%	
White & Asian	20	0.5%	
Mixed - Any other mixed background	39	1.0%	
Asian or Asian British - Indian	139	3.4%	
Asian or Asian British - Pakistani	41	1.0%	
Bangladeshi	5	0.1%	
Asian or Asian British - Any other Asian background	39	1.0%	
Black or Black British - Caribbean	22	0.5%	
Black or Black British - African	180	4.4%	
Black or Black British - Any other Black background	11	0.3%	
Chinese	18	0.4%	
Any Other Ethnic Group	57	1.7%	
Not Stated category	130	3.1%	<b>3.14%</b>

The 'not stated' category last year was 4.3% so there has been a slight improvement in self-reporting on the Electronic Staff Record (ESR).

#### Workforce Race Equality Standard (WRES) Indicators

There are a total of nine indicators that make up the WRES. These are split across Workforce, Staff Survey and Board Representation. The data collection period for all the indicators is 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020.

The indicators are detailed in the table below:

	<b>Workforce Indicators</b> <i>(comparison of data for white and BAME staff)</i>	<b>Who provides the data</b>
1.	Percentage of staff in each of the AFC Bands 1-9 and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce	Workforce Information team

	<i>Calculation completed separately for non-clinical and for clinical staff</i>	
2.	Relative likelihood of staff being appointed from shortlisting across all posts	Workforce Information team
3.	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation  <i>This indicator is based on data from a two-year rolling average of the current year and the previous year</i>	Workforce Information team
4.	Relative likelihood of staff accessing non-mandatory training and CPD	Workforce Information team
	<b>National NHS Staff Survey indicators (or equivalent)</b> <i>Comparison of the outcomes of the response for White and BAME staff</i>	Staff Survey Results
5.	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last months	Staff Survey Results
6.	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	Staff Survey Results
7.	Percentage believing that trust provides equal opportunities for career progression or promotion	Staff Survey Results
8.	In the last 12 months have you personally experienced discrimination at work from any of the following? Managers/team leader or other colleagues	Staff Survey Results
	<b>Board representation indicator</b> <i>Comparison of the difference of White and BAME staff</i>	
9.	Percentage difference between the organisations' Board voting membership and its overall workforce <i>Only voting members of the Board are included when considering this indicator</i>	Trust Secretary

**Indicator 1**

**Percentage of BAME staff in Bands 8-9 and Very Senior Manager (VSM) (including Executive Board members and senior medical staff) compared with the percentage of BAME staff in the overall workforce.**

<b>1 April 2019 - 31 Mar2020</b>	<b>Non-clinical</b>				<b>Clinical</b>			
<b>Pay Band</b>	<b>White</b>	<b>BME</b>	<b>White %</b>	<b>BME %</b>	<b>White</b>	<b>BME</b>	<b>White %</b>	<b>BME %</b>
<b>Apprentice</b>	6	1	0.29%	0.26%	-	-	0.00%	0.00%
<b>Band 2</b>	293	73	14.54%	25.58%	-	-	0.00%	0.00%
<b>Band 3</b>	530	66	26.29%	23.27%	1	0	0.08%	0.08%
<b>Band 4</b>	351	23	17.40%	8.19%	0	-	0.01%	0.00%
<b>Band 5</b>	142	22	7.02%	7.55%	302	83	21.83%	26.99%
<b>Band 6</b>	223	52	11.07%	18.38%	604	110	43.61%	35.83%
<b>Band 7</b>	204	25	10.12%	8.87%	317	54	22.88%	17.40%
<b>Band 8A</b>	144	12	7.12%	4.21%	45	3	3.27%	0.95%
<b>Band 8B</b>	50	7	2.46%	2.55%	3	-	0.20%	0.00%
<b>Band 8C</b>	36	2	1.78%	0.59%	5	-	0.34%	0.00%
<b>Band 8D</b>	13	1	0.65%	0.29%	3	-	0.22%	0.00%
<b>Band 9</b>	6	-	0.30%	0.00%	-	-	0.00%	0.00%
<b>VSM</b>	12	-	0.60%	0.00%	1	-	0.07%	0.00%
<b>Non-AFC</b>	7	-	0.34%	0.00%	1	2	0.05%	0.54%
<b>Medical: Consultants</b>	-	-	0.00%	0.00%	66	29	4.73%	9.40%
<b>Medical: Non-consultant career grades</b>	-	1	0.00%	0.26%	11	8	0.76%	2.44%
<b>Medical Trainee grades</b>	-	-	0.00%	0.00%	27	20	1.95%	6.37%

Descriptor	31 <sup>st</sup> March 2018	31 <sup>st</sup> March 2019	31 <sup>st</sup> March 2020
Total number of staff in overall workforce	4025	4057	4124
Total number of staff in overall workforce (with declared ethnicity)	3845	3326	3994
Number of BAME staff in overall workforce	533	556	592
Total number of staff in bands 8-9 and VSM	313	330	273
Number of BAME staff in bands 8-9 and VSM but excluding medical consultants	17	24	27
Percentage of BAME staff in bands 8-9 and VSM but excluding medical consultants	5.4%	7.2%	9.9%



There is a 2.7% increase of BAME staff in Bands 8A- 8D VSM over the past year. Although there are no BAME staff at band 9 or VSM.

## Indicator 2

Relative likelihood of BAME staff being appointed from shortlisting compared to that of white staff being appointed from shortlisting across all posts.

1 April 2019 – 31 March 2020	White	BAME	Not stated	Total No
Number of shortlisted applicants	4302 (67.69%)	1936 (30.46%)	117 (1.84%)	6355
Number of appointed applicants	551 (80.44%)	115 (16.79%)	19 (2.77%)	685
Percentage of likelihood	13%	6%	16%	
Relative likelihood of appointment	0.12	0.06	0.16	



There is a significant decrease of BAME staff being appointed at interview from 28% last year to 6% this year.



White staff are 2 times more likely to be appointed than BAME staff.

(White staff  $551/4302 = 0.12$  BAME staff  $115/1936=0.06$   $0.12/0.06 = 2$ )

It is however worthy of note that the number of shortlisted white and BAME applicants has significantly increased this year:

White staff shortlisted applicants 2018/19 = 2129

White staff shortlisted applicants 2019/20 = 4302 (Twice the number of shortlisted applicants)

BAME staff shortlisted applicants 2018/19 = 647

BAME staff shortlisted applicants 2019/20 = 1936 **(Three times the number of shortlisted applicants)**

### Indicator 3

**Relative likelihood of BAME staff entering the formal disciplinary process, compared to that of White staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.**

**1 April 2019 – 31 March 2020 (current year)**

	WHITE	BAME	NOT-STATED	TOTAL STAFF
<b>Overall workforce</b>	3402 (82.49%)	592 (14.35%)	130 (3.15%)	<b>4124</b>
<b>No of disciplinaries</b>	9	5	3	<b>17</b>
<b>% of staff entering formal disciplinary</b>	0.26%	0.84%	2.30%	<b>0.41%</b>

**1 April 2018 – 31 March 2019 (previous year)**

	WHITE	BAME	NOT-STATED	TOTAL STAFF
<b>Overall workforce</b>	3326 (81.98%)	556 (13.7%)	175 (4.31%)	<b>4057</b>
<b>No of disciplinaries</b>	35	4	1	<b>40</b>
<b>% of staff entering formal disciplinary</b>	1.05%	0.71%	0.57%	<b>0.99%</b>

Overall, the Trust has seen a decrease in the number of formal disciplinaries over the last year: from 40 cases 2018/19 down to 17 cases 2019/20. There has been a significant drop for white colleagues from 35 cases down to 9 cases but a slight increase for BAME colleagues going up from 4 cases to 5 cases this year.

The trajectory has been in relation to the development of the restorative, early resolution work alongside the Just Culture work the Trust has been undertaking. Additionally, a focused shift in culture around how managers conduct supervision and appraisals has meant training supports early conversations and raising of issues before they become challenges.



Additionally, this year there has also been some further analysis of the data to ensure there have been no duplicates and training has been given to key members of staff around this data capture. There are still a large number of staff (n130) who have not stated their ethnicity on ESR or that is not captured in the disciplinary process. This will need to be improved going forward.

#### Indicator 4

**Relative likelihood of BAME staff accessing non mandatory training and CPD compared to White staff.**

**1 April 2019 – 31 March 2020**

	White	BAME	UNKNOWN	Total
<b>Number of staff in workforce recorded on ESR</b>	3,402 82.43%	592 14.42%	130 3.15%	3994
<b>Number of staff accessing non-mandatory training and CPD</b>	1306 38.38%	258 43.36%	33 25.38%	1597

BAME staff are 0.88 times more likely to access non-mandatory training and CPD than white staff.

This is a significant improvement on last year's data, with only 119 white staff and 14 BAME staff accessing non-mandatory training and CPD. Over the last year the L&OD team have improved their methods of capturing data, so it is likely that 2018 data did not capture all the training in the Trust. Training delivered externally or with specialist teams are not always captured, however plans are in place to capture this in the future.

Over the last year, access to non-mandatory training and development has increased with a range of Personal and Leadership Development modules being launched which enables a flexible learning approach. Quality Improvement training, coaching and access to national and leadership programmes through HEE / Leadership Academy have been available. The ED&I team have also increased the number of specific courses for BAME staff.



It is positive that the increased number of courses mean BAME staff are more likely to engage in development. However, this highlights that there may be a perception that these staff feel they need more development to compete with white colleagues.

#### Indicator 5

**Percentage of staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months.**

2018 survey		2019 survey	
White	BAME	White	BAME
24.5%	31.2%	23.5%	29.6%



There is a slight decrease in the number of all staff experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months. For BAME staff this has reduced from 31.2% down to 29.6%; a drop of 1.6%

### Indicator 6

**Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.**

2018 survey		2019 survey	
White	BAME	White	BAME
24.7%	30.5%	24.4%	24.1%



There is a decrease in the percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months from 30.5% down to 24.1%.

### Indicator 7

**Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion.**

2018 survey		2019 survey	
White	BAME	White	BAME
87.9%	62.2%	88.4%	67.8%



67.8% of BAME staff believe that the Trust provides equal opportunities for career progression compared with 88.4% of white staff. Although there is a very slight increase for BAME staff this year from 62.2% to 67.8% (rise of 5.6%) there is still a significant gap of 20.6% between white and BAME staff, and therefore a cause for concern.

### Indicator 8

**Percentage personally, experienced discrimination at work from any of the following? Manager/team leader or other colleagues in last 12 months.**

2018 survey		2019 survey	
White	BAME	White	BAME
6.8%	19.6%	4.9%	16.7%



For both white and BAME staff there has been a decrease in the level of discrimination reported in the staff survey since last year. For BAME staff this is a 2.9% decrease in discrimination reported.

However, the gap between white and BAME reporting remains high at 11.8%

## Indicator 9

**Percentage difference between the organisation’s Board voting membership and its overall workforce.**

<b>Ethnicity</b>	<b>Board Members</b>	<b>Executive Directors (voting members)</b>	<b>Non-Executive Directors (voting members)</b>	<b>Overall Workforce</b>
<b>White</b>	16	6	6	3402
<b>BAME</b>	0	0	0	592
<b>Not Stated</b>	0	0	0	130

We are thrilled to have recently appointed a BAME Non-Executive Director (May 2020) and this will be reflective in next year’s WRES indicators.

## **Actions taken since the 2018-2019 Action plan**

Positive action has been taken to improve staff reporting on disability / ethnicity / religion on ESR, which is steadily improving data capture; approximately 10% each time there is a campaign to promote this work.

- EDI strategy 2019-2024 and a one-year operating plan has been approved by the Trust Board.
- EDI Annual report approved by the Trust Board in May 2020, with Board level commitment to support this work.
- Board-level ownership and understanding of the agenda including partaking in Reverse Mentoring, Staff Stories and Training / Board Development have taken place.
- The Trust now has over 60 active and engaged Diversity Champions across the Trust to support the ED&I work at a Directorate / service level.
- Diversity Champions are really championing the ED&I agenda and they report that they feel there has been a massive change within the Trust which deserves recognition and acknowledgement.
- Diversity Champions were shortlisted in the newcomer category at the Staff Awards 2019.
- Diversity Conference on 12<sup>th</sup> September 2020 with over 120 people, focused on WRES and WDES (Race and Disability). This coincided with the Trust’s ‘Thank

you week' and the Board attended in the morning. An ED&I Schwartz round also took place on the day.

- Three BAME staff presented their stories to the Trust Board in April 2019 which highlighted challenges that our BAME colleagues are facing, in particular around the lack of progression.
- Two BAME workshops took place in June 2109. One specifically for the Adult and Specialist Mental Health Directorate (over 40 attendees) and the other was Trust-wide (53 attendees). Some challenging issues were raised in relation to recruitment, progression, bullying and harassment and a general sense that the BAME voice needs to be louder in the organisation. This report has been shared with the Trust Leadership Team and the Board.
- BAME consultant, Jonathan Joyce has supporting the Trust and has helped us develop our BAME staff network and developed several training sessions.
- Coaching and mentoring is being offered to BAME staff to help them explore their career opportunities and grow in confidence.
- Supporting BAME staff to undertake specific national learning and development programmes (Stepping up and Ready now).
- Undertook a deep dive into a selection of posts that have had unsuccessful BAME applications to explore the process in more depth and identify any bias.
- Development of an ED&I dataset for Directorate Performance and Risk Executive (PRE) which will enable Directorates to monitor their own EDI data and set objectives for improvements. Engagement in the WRES Experts Programme and ongoing member of the NHS Partners Programme.
- Increased alignment with Freedom to Speak Up and Human Resources, to ensure there is a joined-up and impactful approach.

Appendix 1.



**Workforce Race Equality Standard (WRES) Action Plan July 2020 - 21**

WRES Indicator	Action	Lead	Due	Success Measure
<p><b>WRES 1-9</b></p>	<p><b>Understanding the EDI workforce information</b></p> <ul style="list-style-type: none"> <li>To ensure the EDI dataset is embedded in the Directorates Performance Review Executive (PRE) and on the slide deck.</li> <li>EDI becomes a standing item on the Directorates Business meetings.</li> <li>To reduce data in the Undefined category in our workforce (via ESR) by 10% on a quarterly basis through the campaign “so what’s it got to do with you”</li> <li>To have more regular WRES analysis, to update on a 1/4ly basis.</li> <li>Feedback to the JCNP on a more regular basis.</li> </ul>	<p>CEO</p> <p>Directorates</p> <p>Workforce</p> <p>Workforce/ Informatics/ EDI</p>	<p>July 2020</p> <p>July 2020</p> <p>Quarterly</p> <p>Sept 2020</p>	<p>EDI data is discussed regularly at PRE and in Directorates.</p> <p>EDI on Agenda</p> <p>Reduction in undefined category on each ¼ report.</p> <p>Production of a methodology for capturing 1/4ly reports</p>

	<ul style="list-style-type: none"> <li>Working in partnership with staff side representatives to identify and address gaps and find ways of making improvements.</li> </ul>	Staff side		
<b>WRES 1-9</b>	<p><b>Further development of the BAME staff network, including the associated workstreams.</b></p> <ul style="list-style-type: none"> <li>Ensure there is a robust governance structure for the BAME network and BAME Steering group (Chairs, Co-Chairs and Secretary).</li> <li>Collaborate regionally with other Trust Network colleagues learning from their experience and sharing good practice.</li> <li>Bring National work and research back to the CPFT BAME Network.</li> </ul>	Chair/s of BAME network and Steering Group	Quarterly	Feedback at the 1/4ly Diversity Network meetings
<b>WRES 1-9</b>	<p><b>Unconscious Bias training to be available throughout the Trust in a variety of areas.</b></p> <ul style="list-style-type: none"> <li>Unconscious Bias slides incorporated in Recruitment and Selection training workshops.</li> <li>A review of the 'treating people with respect' mandatory training course to focus more on an anti-racist stance ensure unconscious bias information is included alongside Restorative Just culture/ Freedom to Speak up etc.</li> <li>Unconscious bias information is embedded in L&amp;OD courses.</li> </ul>	<p>EDI and Recruitment team</p> <p>EDI Team / L&amp;OD Team / Recruitment Team/ RCE</p> <p>RCE</p>	<p>June 2020</p> <p>Sept 2020</p> <p>20<sup>th</sup> July 2020</p>	<p>Completed</p> <p>Staff will hear about unconscious bias in the mandatory training.</p> <p>The number of staff booked to attend, and feedback received.</p>

	<ul style="list-style-type: none"> <li>• A narrated PowerPoint- through the recovery college will be available on the CPFT Academy.</li> <li>• A funding bid to be completed for a more a facilitated in-depth training session to be developed that allows staff to explore their own biases.</li> </ul>	EDI / L&OD	1 <sup>st</sup> Oct 2020	Successful funding bid and course development.
<b>WRES 2, 7</b>	<p><b>To increase the number and breadth of training opportunities for BAME staff to help with progression and talent management.</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Selection training to enable BAME colleagues to sit on interview panels.</li> <li>• Training to support staff complete job application forms</li> <li>• Interview and presentation skills training</li> <li>• Workshop around the power of National Programmes (Ready Now)</li> <li>• Training on building confidence, how to receive feedback and building resilience</li> </ul>	<p>Rachel King</p> <p>Rachel King</p> <p>Rachel King</p> <p>Shama Kanwar</p> <p>Jonathan Joyce</p>	<p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>July 2020</p>	<p>Number of BAME staff booking on training sessions</p> <p>Number of BAME staff undertaking training opportunities and then applying for more senior positions</p>
<b>WRES 2, 7</b>	<p><b>Interviews and equal opportunities</b></p> <ul style="list-style-type: none"> <li>• Promote equality and diversity on interview panels for all senior roles (starting with Band 8A and above)</li> <li>• EDI team to work with the recruitment team to ensure EDI champions and BAME staff are on recruitment panels starting with bands 8A and above.</li> </ul>	EDI Team / Recruitment team	Dec 2020	Number of BAME Staff booked to sit on interview panels.

<b>WRES 2, 7</b>	<ul style="list-style-type: none"> <li>• Develop a process for managers to book BAME staff (and LGBT+ / Disability reps) to sit on interview panels</li> <li>• Work with recruitment team to ensure all jobs are advertised through organisations that support people from BAME community and other minority communities.</li> </ul>	Recruitment team and Managers	Dec 2020	Process to be developed and advertised for recruiting managers.
	<b>Interviews and equal opportunities</b>			
	<ul style="list-style-type: none"> <li>• Ensure our job applications are inclusive of equal opportunities and have the Disability Confident and Mindful Employer logo.</li> </ul>	Recruitment team	Dec 2020	Logo's on all adverts
	<ul style="list-style-type: none"> <li>• Continue to encourage an increasing number of job applications from BAME candidates, where we are currently under-represented, through positive recruitment campaigns.</li> </ul>	Recruitment team and Managers	Dec 2020	Increase in the number of BAME candidates
	<ul style="list-style-type: none"> <li>• Review of our interview panels – re panel diversity over a specific period of time.</li> </ul>	Rachel King	Dec 2020	Report to Workforce Exec re Diversity on panels
<ul style="list-style-type: none"> <li>• Explore a range of career development opportunities such as acting up, secondment, stretch assignments, being mentored, coached, and shadowing, which are crucial to effective career progression.</li> <li>• More support around interviews</li> </ul>	EDI team / L&OD / Execs	Sept 2020	Increase in % of BAME in higher banding posts	



	<ul style="list-style-type: none"> <li>➤ More analysis of BAME candidates who are unsuccessful at interview- i.e. 2 or more unsuccessful interviews – investigate why</li> <li>➤ Mock interview process- HR /EDI</li> <li>➤ More specific feedback after interviews (development of a template)</li> <li>➤ Offer 1:1 support and checking of application forms.</li> <li>➤ A4 statement of interview prep and support</li> </ul> <ul style="list-style-type: none"> <li>• Encouraging BAME staff to apply for national programmes.</li> <li>• Working in partnership with staff side representatives to identify and address gaps and find ways of making improvements.</li> </ul>	<p>EDI Team / Recruitment / HR / L&amp; OD</p> <p>Team Managers</p> <p>Staff side</p>	<p>Dec 2020</p> <p>Ongoing</p>	<p>Feedback form completed and uploaded to applicants Trac record</p> <p>Increase in the number of staff accessing national programmes</p>
<b>WRES 3, 4</b>	<b>Disciplinary and accessing non mandatory training</b> <ul style="list-style-type: none"> <li>• Improve systematic data collection around non-mandatory training that is captured by L&amp;OD.</li> <li>• Continue to promote the importance of undertaking supervisions and appraisals which will help with identifying any potential challenges and opportunities (capturing development needs and wants as well as career conversations).</li> <li>• Continue to support the Trust wide work around restorative justice and just culture to tackle any issues at an earlier stage.</li> </ul>	<p>L&amp;OD</p> <p>L&amp;OD / Directorates</p> <p>HR</p>	<p>Dec 2020</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Reduction in formal disciplinary cases</p>
<b>WRES 5, 6, 8</b>	<b>Reduction in Bullying, Harassment and Discrimination including racism.</b> <ul style="list-style-type: none"> <li>• Review of Datix report in relation to racism.</li> </ul>	<p>EDI team</p>	<p>Ongoing</p>	<p>Analysis of the data</p>

	<ul style="list-style-type: none"> <li>• Triangulation of data and hot spots between FtSU/ EDI/ HR.</li> <li>• Early Resolution Policy – co-produced and developed with a focus on the 5 ‘R’s (<b>R</b>ecognise it, <b>R</b>aise it, <b>R</b>espond to it, <b>R</b>esolve it, <b>R</b>estore it) aimed at resolving issues of bullying &amp; Harassment and incivility as early as possible while embedding the principles of Restorative Just Culture.</li> <li>• Mediation Service – re-developed service and operational guidance with additional mediators trained to help promote informal and early resolution to issues.</li> <li>• Staff Charter – being finalised following the completion of Trust-wide staff focus groups.</li> <li>• Regular Trust-wide communications – Tackling bullying and harassment Trust webpage developed and regular communications to maintain awareness of tackling bullying and harassment.</li> <li>• Working in partnership with staff side representatives to identify and address gaps and find ways of making improvements.</li> </ul>	<p>FtSU / EDI / HR</p> <p>FtSU</p> <p>FtSU</p> <p>FtSU/ HR Focus Group</p> <p>FtSU Staffside</p>	<p>Quarterly</p> <p>End July 2020</p> <p>End July 2020</p> <p>End Sept 2020</p> <p>Ongoing</p>	<p>and report 1/4ly to Diversity Network</p> <p>Improvements re Bullying &amp; harassment for BAME staff</p> <p>More staff aware of FtSU</p>
<p><b>WRES 9</b></p>	<p><b>Ensure Board-level ownership and understanding of the ED&amp;I agenda. Undertake positive and targeted action to increase</b></p>			

	<p><b>representation at senior leadership and Board for under-represented groups e.g. BAME colleagues.</b></p> <ul style="list-style-type: none"> <li>• To ensure all Board vacancies have diverse panels and we are actively looking at ways to encourage BAME colleagues to apply for posts.</li> <li>• To evaluate the first cohort of reverse mentoring and present back to Board. Launch more reverse mentoring for staff with other protected characteristics.</li> <li>• Provide EDI development session to the Board and ensure Board champions are actively involved and seen at the engagement events held in the Trust</li> </ul>	<p>Trust Secretary/ Board</p> <p>EDI Team</p> <p>EDI team / Board</p>	<p>April 2019 onwards</p> <p>Sept 2020</p> <p>Oct 2020</p>	<p>Increase of number of BAME staff on the Board.</p> <p>Feedback gathered from those partaking in the reverse mentoring.</p> <p>Evaluation from the session</p>
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