Sheffield Teaching Hospitals

Workforce Race Equality Standard (WRES) Action Plan – 2020 to 2021

Measure	Area of development / Action	Impact	Timescale
Metric 1 - Percentage of black, Asian or other ethnic minority leaders compared with white leaders	Diverse Leadership: Every NHS trust, foundation trust and CCG must publish progress against the Model Employer goals to ensure that, at every level, the workforce is representative of the overall BAME workforce. From September 2020, NHS England and NHS Improvement will refresh the evidence base for action, to ensure the senior leadership (very senior managers and board members) represents the diversity of the NHS, spanning all protected characteristics. To enable this we will: • Continue to build leadership development opportunities to support BAME employees. This will include opportunities at City and Regional level to work in partnership to create effective leadership programmes specifically for black, Asian and other ethnic minority colleagues. Progress will be measured against nationally determined Model Employer Goals. • Continue to promote positive progress and highlight	Increase the proportion of black, Asian and other ethnic minority individuals in leadership positions across the Trust, ensure the inclusion of black, Asian and other ethnic minority colleagues in decision making, creating visible role models, enable a more inclusive approach to planning services and shaping STH's workforce.	Mar 2021

			Ongoing
	the actions of role models. Examples of planned programmes include: • Reciprocal Mentoring Programme - launched July 2020. • The "Ready Now" programme available to Band 8+ and the "Stepping Up" programme available to Band 5 – 7 through the NHS Leadership Academy. • Have representative recruitment panels for all job roles, implemented through a staged approach with a focus on Bands 8a and upwards initially. • Monitoring of recruitment activity for leadership posts and reviewing to determine barriers to access.		July 2020 Ongoing Dec 2020 Dec 2020 and ongoing
Metric 2 - Recruitment activity	Recruitment and promotion practices: By October 2020, employers, in partnership with staff representatives, should overhaul recruitment and promotion practices to make sure that their staffing reflects the diversity of their community, and regional and national labour markets. This should include creating accountability for outcomes, agreeing diversity targets, and addressing bias in systems and processes. It must be supported by training and leadership about why	Increase the number of black, Asian and other ethnic minority colleagues entering the workforce and progressing through the organisation.	

	this is a priority for our people and, by extension, patients. Divergence from these new processes should be the exception and agreed between the recruiting manager and board-level lead on equality, diversity and Inclusion (in NHS trusts, usually the chief executive). To enable this we will: • Update the Recruitment and Selection Policy in conjunction with the BAME Staff Network Group and Staff Side colleagues to ensure that EDI is central to all practice. • Continue to evaluate recruitment via Bands and Staff Groups and investigate cases of either perceived or actual under representation. • Make available the redesigned recruitment and selection training package to all managers and make this a compulsory requirement. • Ensure that all managers have completed unconscious bias training. • Recruitment outcomes will be monitored on a quarterly basis and reported to the EDI Board. • Extending our reach in to the local community and other organisations to actively engage with wider diverse groups to encourage consideration of STH		Oct 2020 Sept 2020 and ongoing Oct 2020 Mar 2021 Dec 2020

	as an employer. We will ensure that guidance on applying for posts and the selection process is provided in accessible formats.		Dec 2020 and Ongoing
	• Reviewing the difference in data of new recruits and promotions.		Dec 2020
	• Have representative recruitment panels for all job roles, implemented through a staged approach with a focus on Bands 8a and upwards initially.		Dec 2020
Metric 3 - Formal disciplinary process	Tackling the disciplinary gap: Across the NHS we must close the ethnicity gap in entry to formal disciplinary processes. By the end of 2020, we expect 51% of organisations to have eliminated the gap in relative likelihood of entry into the Disciplinary process. For NHS trusts, this means an increase from 31.1% in 2019. As set out in 'A Fair Experience for All', NHS England and NHS Improvement will support organisations in taking practical steps to achieving this goal, including establishing robust decision-tree checklists for managers, post action audits on disciplinary To enable this we will: • Maintain our improved position in respect of disciplinary action. • In the last year we have undertaken a review of		Ongoing

	disciplinary activity in line with steps sate out in 'Fair Experience for all'. During 20/21 we will develop our processes for monitoring cases and will establish a formal overview of activity including a developed audit process. This will be supported by our new casework system with enhanced reporting.		
			Dec 2020
	• Developing and rolling out high quality training on fair use of the Disciplinary Policy.		Dec 2020 and ongoing
	• Ensure that all managers have completed unconscious bias training (as for Metric 2).		Mar 2021
Metric 4 - Access to non-mandatory training	Whilst this outcome has remained consistent, we will: • Undertake further work to review the information available to determine equity of access and opportunity. • Work with the education leads to explore any potential areas for concern.	Ensuring black, Asian and other ethnic minority colleagues have the same access to and opportunity for training as white colleagues	Dec 2020 and ongoing Dec 2020 and ongoing
Metric 5, 6 and 8 - Staff Experience	Bullying and harassment: All employers are responsible for preventing and tackling bullying, harassment and abuse against staff, and for creating a culture of civility and respect. By March 2021, NHS England and NHS Improvement will provide a toolkit on civility and respect for all employers, to support them in creating a positive workplace culture.	To ensure all staff feel safe and confident at work regardless of ethnicity	

	Violence against staff:		
	Leaders across the NHS have a statutory duty of care to prevent and control violence in the workplace – in line with existing legislation – so that people never feel fearful or apprehensive about coming To work. NHS England and NHS Improvement have developed a joint agreement with government to ensure action in response to violence against staff. By December 2020, an NHS violence reduction standard will be launched, establish a systematic approach to protect staff.		
	To enable this we will:		
	• Work with our BAME Staff Network Group chair and Staff Side colleagues to reduce all forms of discrimination, bullying, harassment and abuse.		Dec 2020 and ongoing
	• Develop a policy regarding the prevention of discrimination, harassment or abuse from patients and service users. This will provide clear guidance for managers on how to manage such situations and empower colleagues to ensure cases are promptly reported and robustly dealt with.		Dec 2020
	• Develop specific communications for patients and service users that reiterate STH's zero tolerance approach to discrimination and the consequences of this.		Dec 2020
	• Create a "No bullying here" campaign to be delivered		

	in partnership with the Communications Team, Staff Side and our BAME Staff Network Group chair. This will be tied into a similar action in the WDES and developed and promoted in conjunction with the Time to Change movement. The campaign will be timed to coincide with National Anti-bullying Week in the UK, link with the Staff Network Groups with the Freedom to Speak Up Guardian(s).		Dec 2020 and ongoing
	• Raise awareness of the Acceptable Behaviour at Work policy.		Dec 2020
	• Develop guidance and materials to empower staff to effectively address instances of discrimination, bullying, harassment or abuse and build confidence to encourage reporting.		Mar 2021
	• Review training related to Equality, Diversity and Inclusion and ensure that all colleagues (managers and staff at all levels) are equipped with the knowledge and understanding required. This will include training on being Anti-Racist, understanding white privilege and fragility, being an effective, inclusive leader and other topical and important issues.		Mar 2021 and ongoing
	• Review and refresh our Equal Opportunities in Employment Policy and better incorporate key messages from it into induction material and Trust-wide communications to reflect our commitment.		Dec 2020

	• Continue to work with all three Staff Network Groups and support their development.		Oct 2020 and ongoing
	• Continue to raise awareness of the Freedom to Speak Up Policy and look to increase the diversity of our Freedom to Speak Up Guardians through a targeted recruitment campaign.		Dec 2020 and ongoing
	• Continue to review hotspots and provide regular updates to the EDI Board. Health and wellbeing conversations: From September 2020, line managers should discuss equality, diversity and inclusion as part of the health and wellbeing conversations described in the previous chapter, to empower people to reflect on their lived experience, support them to become better informed on the issues, and determine what they and their teams can do to make further progress. Information and education: From October 2020, NHS England and NHS Improvement will publish resources, guides and tools to help leaders and individuals have productive conversations about race, and to support each other To make tangible progress on equality, diversity and inclusion for all staff. The NHS equality, diversity and inclusion training will also be refreshed to make it more Impactful and focused on action.		Dec 2020 and ongoing

	To enable this we will: • Continue to conduct Individual Staff Impact Assessments for all new employees. • Continue to offer Individual Staff Impact Assessments for all existing black, Asian or other ethnic minority colleagues. • Incorporate the requirement to offer / conduct the Individual Staff Impact Assessments into the appraisal process.		Ongoing Ongoing Dec 2020
Metric 7 - Percentage believing that trust provides equal opportunities for career progression or promotion	To enable this we will: • Continue to build leadership development opportunities to support BAME employees. This will include opportunities at City and Regional level to work in partnership to create effective leadership programmes specifically for black, Asian and other ethnic minority colleagues. Progress will be measured against nationally determined Model Employer Goals. • Continue to promote positive progress and highlight the actions of role models. To increase access to opportunity and facilitate career progression for BAME colleagues within the Trust, we are: • Running our Reciprocal Mentoring Programme –	To ensure that staff feel that they have equality of access to opportunities for progression, that opportunities for career progression are open to all and awarded on merit, and that the Trust is addressing the barriers that exist and inhibiting staff from achieving their aspirations and potential	Mar 2021 Ongoing

	formally launched in July 2020 – and ring-fenced initially to members of our three Staff Network Groups and senior leaders in the Trust.		July 2020
	• Promote and encourage participation in the "Ready Now" programme available to Band 8+ and the "Stepping Up" programme available to Band 5 – 7 through the NHS Leadership Academy.		Ongoing
	• Ensuring representative recruitment panels for all job roles, implemented through a staged approach with a focus on Bands 8a and upwards initially, but with gradual application to all job roles.		Dec 2020
	• Monitoring of recruitment activity for leadership posts and reviewing to determine barriers to access.		Dec 2020 and ongoing
	• Working with departments to identify barriers to progression for specific job roles and Bands, and develop a programme of activity to increase the success rates of BAME staff.		Sept 2020 and ongoing
Metric 9 - Percentage of BME Board membership	Leadership diversity: Every NHS trust, foundation trust and CCG must publish progress against the Model Employer goals to ensure that at every level, the workforce is representative of the overall BAME workforce. From September 2020, NHS England and NHS Improvement will refresh the evidence base for action, to ensure the senior leadership (very senior managers and board members) represents the diversity of the NHS,	To increase diversity at the most strategic level of the Trust.	

	spanning all protected characteristics		
	Accountability:		
	By March 2021, NHS England and NHS Improvement will have published competency frameworks for every board-level position in NHS providers and commissioners. These frameworks reinforce that it is the explicit responsibility of the Chief Executive to lead on equality, diversity and inclusion, and of all senior leaders to hold each other to account for the progress they are making.		
	To enable this we will:		
	• Encourage all Board members to complete their diversity data.		Sept 2020
	• Ensure that the recruitment process for Non-Executive Board Members is inclusive and is focussed on representing the communities we serve.		Ongoing
	• Ensure the recruitment process for Governors is inclusive and is focussed on representing the communities we serve.		Ongoing