

Berkshire Healthcare NHS Foundation Trust

Workforce Race Equality Standard

WRES Action Plan 2022/23



Berkshire Healthcare NHS Foundation Trust

Workforce Race Equality Standard (WRES) Action Plan 2022/23

The WRES monitors NHS organisations' performance against nine indicators (see table below for the Trust's performance against the indicators). As required by NHS England, the Trust submits the data for the indicators using the appropriate template. As recommended, we have also developed this WRES Action Plan which highlights the issues indicated by the data, sets out the approach to developing and implementing the WRES Action Plan and in tabular form shows the activities and actions that make up the WRES Action Plan.

This plan presents activities Berkshire Healthcare will carry out due to the latest workforce race equality data (as of 31st March 2022) and identifies where improvements have been made and where data has stagnated and/or deteriorated.

Primary author(s) of this Action Plan: Stephanie Wynter - EDI Business Manager

Plan endorsed by: Jane Nicholson – Director of People

Sources of information

- National Staff Survey (NSS) data
- Electronic Staff Records (ESR) data
- Trac Recruitment Software Data
- Recruitment System, Ethnic Minority Staff Network

Action within this Action Plan will be managed, actioned, assigned by and monitored by the

- Deputy Director, Leadership, Inclusion and Organisational Experience
 - Head of Inclusion, Organisation Development
 - EDI Business Manager
-

Please specify which actions are different to current practice, and which are continuation				Please Specify KPIs and timelines for monitoring the actions	How will actions be made sustainable
WRES Indicator	EDI Strategy Objective	We are currently...	We'll continue by ...		
1: Recruitment and Promotion	<p>Develop workforce career progression and talent management</p> <p>Develop strengths - based inclusive recruitment with services</p> <p>Increase the likelihood of BAME staff being appointed from shortlisting through improved and inclusive recruitment processes</p>	<ul style="list-style-type: none"> Developing a BAME Sponsorship Programme Adapting BOB ICS inclusive recruitment best practices Pilot to support intersectionality with BAME + Neurodiverse candidates 	<ul style="list-style-type: none"> Progress the Supported Internship programme and an appropriate provider for delivery Engage with the senior leadership Team to commit to a Sponsor list for the programme. At the same We work with our Regional Equality Leads and Race Equality Staff Network (REN) on how we can engage and encourage participants. Ongoing conversations with BOB ICS in relation to Equitable Talent Management (ETM) initiatives (sponsorship programme for BAME staff bands 5-7 and adopt inclusive leadership framework through a development programme) Working with ICS colleagues to adapt script for a 7-minute Just-In-Time video on Top Tips on Fair Recruitment and promoting this with hiring managers to ensure fair and inclusive practices are used Full adaptation of inclusive recruitment 	<p>October 2022 – Ongoing</p> <p>December 2022 – March 2023</p> <p>October 2022 – March 2023</p> <p>January 2023</p> <p>June 2022 -</p>	<p>We'll manage this with a frequent task and finish group meeting, with oversight of actions by the Diversity Steering Group (DSG).</p> <p>Equality Diversity and Inclusion (EDI) Team will evaluate this action plan in line with the existing EDI Strategy and People Strategy</p> <p>Staff feedback will be sought after, including from regular focus groups, meeting with Regional Equality Leads and Race Equality Staff Network (REN) and staff surveys, and this will be used to develop the plan in the future.</p> <p>Work with the Race Equality Staff Network (REN) to improve our use of soft intelligence about</p>

		<p>by sending interview questions in advance of interview delivered</p> <ul style="list-style-type: none"> ▪ Supported Internships are currently in development - with one intern secured for Wokingham Intermediate Care Team. ▪ National Action 1: Set specific recruitment targets ▪ National Action 2: Introduce a system of 'comply or explain' to ensure fairness during interviews ▪ National Action 6: Overhaul interview processes <ul style="list-style-type: none"> ▪ National Action 3: mandate new policy where all hiring managers include evidence of EDI work / understanding as essential criteria for Bands 8a and above roles 	<ul style="list-style-type: none"> ▪ Review the Neurodiversity pilot and embed best practice ▪ Work with REN staff Network and review recruitment process (including job adverts) ▪ Deliver inclusive recruitment training (including unconscious bias) ▪ Promote and support inclusive access to training, learning and development opportunities, at national, regional, and local level ▪ Training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used. ▪ Enhance EDI support available to train organisation and HR policy teams on how to complete robust / effective Equality Impact Assessments (EIA) of recruitment and promotion policy ▪ Identify any specific gaps requiring some targeted or bespoke 	<p>January 2023</p> <p>October 2022</p> <p>June –</p> <p>January 2023 -</p> <p>Ongoing</p> <p>January – June 2023</p> <p>November 2022 – June 2023</p>	<p>people's experiences, in combination with data from Human Resources, EDI Team and Freedom to Speak Up processes</p> <p>Use of reliable and robust data – to understand the experiences of our staff and proactively use data to address areas of concern. ensure fair and inclusive practices are used</p>
--	--	--	---	--	---

		<ul style="list-style-type: none"> National Action 5: Organise talent panels or internal promotion panels: 	<ul style="list-style-type: none"> Implement and fully embed an inclusive talent management system, to support the development of a talent pipeline Create a 'database' of individuals eligible for promotion and development opportunities Design a transparent promotion system/criterion 	<p>November 2022 –</p> <p>June 2023</p>	
<p>Actions around WRES Indicator 2: Appointments</p>	<p>Increase the likelihood of BAME staff being appointed from shortlisting through improved and inclusive recruitment processes</p>	<ul style="list-style-type: none"> Propose to revise and develop Terms of Reference consistent across all Networks (co-produced) Strengthen and develop our staff networks including making them more inclusive for allies Continue to work with the REN staff Network and raise the profile of BAME staff members and their allies, whilst creating a safe space in addition. 	<ul style="list-style-type: none"> Support in the development of the REN Staff Network Terms of reference (ToR) to include additional SMART objectives Collaborate with Marcomms to agree communicates plan to promote the Network Improve our recruitment practice, and adopt the WRES' Six National Actions to address disparities that exist in our recruitment practice BAME network rebranding to REN staff network – in progress. 	<p>July - December 2022</p> <p>January – March 2023</p> <p>April 2022 – ongoing</p> <p>July 2022 - February 2023</p>	<p>Staff networks to come to come to the Diversity Steering group between December and March every year, as oversight and to set the vision, activities and funding needed for the financial year.</p> <p>An annual small project that the EDI Team, Staff Networks and marketing and communication collaborate on.</p> <p>The EDI Team will work with resource and recruitment to support these actions. Work outcomes to be added into the EDI Improvement plan and in the next WRES submission.</p> <p>This small project has the EDI Team, REN Staff Network and marketing</p>

			<ul style="list-style-type: none"> Engage the REN with the development of the BAME sponsorship programme Support BAME Events like the Black History Month 2022 	<p>June 2022 – Ongoing</p> <p>April 2022 - Ongoing</p>	<p>and communication collaborating.</p> <p>This project has the EDI Team, REN, HR, Clinical Education, and a regional director collaborating. EDI Team has funded, administered and presented at the event, which was very successful and impactful.</p>
<p>Actions around WRES Indicator 3: Disciplinary</p>	<p>Decrease the likelihood of BAME staff and White staff entering the formal disciplinary process</p>	<ul style="list-style-type: none"> Our new ‘Just Culture’ approach has significantly reduced the number of staff entering a disciplinary process (both White and BAME), however, BAME staff continue to be more likely to be involved in a disciplinary as they are Look into the data aside from the WRES data, to support developing guidance for ‘Race conversations’, to be open around accusations which lead to investigations. 	<ul style="list-style-type: none"> To better understand the reasons behind this data, we are working with ICB colleagues to commission some in-depth EDI expert analysis of our data. Successful Implementation of our ‘Just Culture’ principles, came back as a positive impact on our staff. Look into the number of BAME staff involved in disciplinary investigations and outcomes. Review current Conflict resolution training, mediation processes, 	<p>Ongoing – as above</p> <p>July 2022</p> <p>Ongoing</p> <p>February – June 2023</p>	<ul style="list-style-type: none"> The ICB Project board members will develop and manage the recruitment and /or review the need for this role. Feedback collected by HR leads, with oversight from the Exec Director Nursing and Therapies and Director of people. HR Business partner monitor this data and collaborate on occasion with FTSU representative and provide updates with Exec Director Nursing and Therapies for governance. Note: anything ongoing is review periodically to keep up

			<p>policies, inclusive and kinder discussion to highlight better practices, raise awareness and encourage de-escalation paths to resolution.</p>		<p>to date with trends and staff feedback.</p>
<p>Actions around WRES Indicator 4: Education</p>	<p>Develop and deliver our inclusive programme which builds on previous versions, to address the culture change required based on allyship and a greater appreciation of the different cultural norms that can cause misunderstandings and miscommunication - known as “cultural intelligence”.</p>	<ul style="list-style-type: none"> ▪ Review evaluations of Ready for Change (for managers) programme to assess impact ▪ Review and update the Ready for Change programme ▪ Recruit trainer to deliver the programme – recruitment in progress ▪ Training to be attended by key professionals ▪ Support our findings with will help us to understand why we did not meet our 21/22 target, and despite full and successful implementation of our just culture principles which have overall had a positive impact on our staff, we continue to experience a disproportionate number of BAME staff involved in disciplinary investigations 	<ul style="list-style-type: none"> ▪ Recruitment of EDI Strategic leads will see them begin in the new year. ▪ EDI Leads have been recruited and are in place. Recruitment of training officer role will change into a multi - facilitator option for 2023. This will avoid risk of single point of contact ▪ We’re designing a pilot offer with core modules to launch soon. ▪ The Full leadership Programme should include modules around; Anti-Racism, Leadership behaviours framework, Cultural Intelligence, Allyship, a Positive Understanding of Self, how you can be a Positive Impact on Others and how you are a Positive Impact on the Organisation. Implementation to commence in the new year. ▪ We’ll Identify target groups to deliver training 	<p>January - February 2023</p> <p>August – 2022</p> <p>September 2023</p> <p>January 2023</p> <p>August – September 2023</p> <p>January – June 2023</p>	<ul style="list-style-type: none"> • Work will be carried out and motored by Temporary Strategic leads, Business Manager and EDI Advisor. • Leads have been recruited and are in post. • Facilitators are currently being engaged and trained up. • A project group is managing this and another to receive analytics for the full offer. This will include a resource hub in support of delegate learning thro-ugh the programme experience. Maintained by the library and Leadership Training team. • This will monitor alongside the development of the full programme by the EDI

					team and Director of People.
Actions around WRES Indicator 5: Bullying Harassment from Public	Continue to address the poorer experience of BAME staff reported through the NSS for Bullying and Harassment	<ul style="list-style-type: none"> Promote Trust’s Zero-Tolerance Policy about bullying and harassment. Work with the REN Network to improve use of ‘soft intelligence’ about people’s experience, in combination with data from Human Resources, EDI Team and Freedom to Speak Up (FTSU) processes. National Action 4: Adapt and adopt resources, guides, and tools to help leaders and individuals have productive conversations about race (normalise conversations about race). Develop and initiative and/campaign to support and encourage reporting incidents and the recorded and analysis of Datix’s with staff and managers. 	<ul style="list-style-type: none"> Reduction of Bullying and Harassment to be a key deliverable of the newly formed EDI Team Embed conversations about race into Leadership Training for managers and through Respect and Civility training Continue to promote the inclusion through the internal communication channels for staff and managers Continuous use of the award winning ‘Just culture’ principles which have overall had a positive impact on our staff. We’ve prioritised tackling harassment, bullying and/or abuse of staff with a refreshed Equality, Diversity, and Inclusion Strategy. We’ve facilitated several initiatives this year such as the BAME Transformation Project, a new training programme on Allyship and Cultural Intelligence, and a three-day Rapid Improvement Event that targeted racial abuse of staff where several short terms and long-term projects were launched. BAME staff were given opportunities to share their lived experiences with the Board to raise awareness. 	<p>January 2023</p> <p>Ongoing</p> <p>December 2022 – ongoing</p> <p>Ongoing</p> <p>November 2022 – January 2023</p> <p>April 2022 – November 2022</p> <p>October 2022</p>	<ul style="list-style-type: none"> <i>Note:</i> anything ongoing is review periodically to keep up to date with trends and staff feedback.

<p>Actions around WRES Indicator 6: Bullying Harassment from Staff</p>	<p>Address and reduce inequalities and differentials in experience, focusing on bullying and harassment, aligned to workforce retention in the people strategy</p>	<ul style="list-style-type: none"> Review the current policies and consider developing a Dispute Resolution Framework Organising a Rapid Improvement Event to uncover solutions for the high level of bullying/harassment staff experience at PPH 	<ul style="list-style-type: none"> We are currently finalising a tender for a provider to deliver in December January 2023. Rapid Improvement events ran in September and was very successful. 	<p>November – December 2022</p> <p>July – September 2022</p>	<ul style="list-style-type: none"> This will be monitored and will have a rigorous GAP analysis and resolution plan at the end of the period.
<p>Actions around WRES Indicator 7: Equal opportunities</p>	<p>Provide equal opportunities for career progression or promotion</p>	<ul style="list-style-type: none"> We refresh our plans, communications, job advertisements, all staff briefings, and strategy refresh to support and encourage ethnic minority staff to develop and enhance their careers at all levels. 	<ul style="list-style-type: none"> We continue to work with our partners within the ICB to share learning and to, commission some in-depth EDI expert analysis of our data. We have put in place a Candidate attraction team to refresh our engagement sources, content, representation, processes, and inclusivity when attracting BAME candidates. Ongoing conversations with BOB ICS in relation to Equitable Talent Management (ETM) initiatives (sponsorship programme for BAME staff bands 5-7 and adopt inclusive leadership framework through a development programme) We are looking into 'Employment Champions' and encourage BAME Staff to be featured in all initiatives and campaigns. To attract a diverse workforce and to progress 	<p>October 2022 - January 2023</p> <p>June 2022 – Ongoing</p> <p>June 2022 –</p> <p>September 2023</p> <p>December 2022 – Ongoing</p>	<ul style="list-style-type: none"> ICB EDI Leads, and key Stakeholders meet regularly to share Learning and good practice in various project boards. The team has been put in place to monitor acquisition, attraction and analyse the way we are recruiting, who we are recruiting and Inclusive practice across the Trust. The Candidate attraction team are monitoring our diverse advertisement and representations to support this activity.

<p>Actions around WRES Indicator 8: Discrimination from a Leader</p>		<ul style="list-style-type: none"> ▪ Corporate inductions include compassionate leadership training. Previous training has been successful (provided to over 2,000 staff since January 2020) ▪ Connecting current leadership offerings and identifying opportunities to refresh and update in line with the emerging leadership strategy. ▪ Currently we are recruiting a leadership and ED&I training offer officer to implement management and ED&I training. Aiming for August 2022 ▪ Continue to thread EDI into Leadership and Management Training ▪ National Action 4: Adapt and adopt resources, guides, and tools to help leaders and individuals have productive conversations about race (normalise conversations about race) • Feedback shows that the best place for career and recognition 	<ul style="list-style-type: none"> • We're running multiple project groups, engagement events and surveys to develop a full leadership and Management to our workforce by Q2. This will include a Pilot offer from Q4 – Q1. • Recruitment of EDI Strategic leads will see them begin in the new year. • EDI Leads have been recruited and are in place. Recruitment of training officer role will change into a multi - facilitator option for 2023. This will avoid risk of single point of contact. • Some leadership courses on hold to review and refresh for inclusive practice or total redevelopment. Pilot core modules due to start in 2023. • We're embedding compassionate leadership, cultural Intelligence and Anti-racism within the emerging leadership strategy. We will also create a digital resource hub to support delegates before during and after attending our full leadership and management programme. Project groups and development to start in 2023. 	<p>Ongoing</p> <p>January –</p> <p>September 2023</p> <p>Confirming start dates</p> <p>January 2023</p> <p>November - January 2023</p> <p>January –</p> <p>September 2023</p> <p>November 2022 –</p>	<ul style="list-style-type: none"> ▪ This training is a permanent staple and has also been recorded in case a speakers cannot deliver the induction session. ▪ Our Project group is monitoring the development of both the Pilot and Full Leadership Programme Offer ▪ These roles will support better monitoring of our action plans, objectives, and benchmarking tools. ▪ Commission with our ICB colleagues an in-depth EDI expert analysis of our data. ▪ All training will be reviewed and updated when appropriate for the leadership training team and/or the EDI Team. ▪ The Leadership Team and Learning and
---	--	---	--	--	--

		<p>conversations are within appraisals. Training may be best placed for managers and leaders in Leadership Training.</p>	<ul style="list-style-type: none"> ▪ Race conversations to be embedded in a refreshed version of leadership and management training. ▪ Recognition and career conversations will be embedded into the annual appraisal process. 	<p>Sept 2023</p>	<p>Development team monitor feedback and refresh the format, if necessary, annually.</p>
<p>Actions around WRES Indicator 9: Board Representation</p>		<ul style="list-style-type: none"> ▪ We encourage an inclusive message and recruitment package. This includes showcasing the staff Networks that we have in place, to attract diverse group of candidates. 	<ul style="list-style-type: none"> ▪ We use our award winning ‘Just Culture’ practice, ‘True North’ principles, and social media recruitment campaign to attract senior leaders and a Board of Directors that reflects the diversity of the local population and our workforce. ▪ Support our board with the tools that they need to become and/or maintain a great level as a great leader, culturally and emotionally intelligent within their discussions and decisions and provide training on how to be an Anti-Racist and an Ally. 	<p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Data is analysed through Internal informatics system around workforce demographic. ▪ The EDI Team, Marketing and communications, Recruitment and Talent Acquisition Team monitor our brand, inclusivity, and representation monthly. ▪ Review and refresh literature, patient-facing, and workforce Advertisements (incl. site, demographic, and social media post traffic)