

**CHS Workforce Race Equality Standard – Action Plan 2018- 2019**

Action	Outcomes	Responsible Officer	Deadline	RAG Rating
<b>Indicator 1</b>				
Percentage of BME Staff in Bands 8-9, or medical and Dental sub groups and VSM (including executive Board members) compared with the percentage of BME staff in the overall workforce.				
Review existing ODL opportunities for BME staff in Band 7 and above.	Increase the opportunity for BME staff to apply for senior management posts.	Head of ODL & Education	Mar-19	Amber
Introduce positive action for Senior management posts. Bands 8 - 9 and VSM.	Increase in the number of BME staff being promoted into senior management across the Trust post.	Recruitment Manager	Mar-19	Amber

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Introduce compulsory diverse recruitment panels for all vacancies, Band 8 and above.	Reduce the likely hood of "recruiting in my image", to increase in the number of BME staff in more senior positions.	Recruitment Manager	Nov-18	Amber
Set up focus groups across the Trust starting with BME staff to understand barriers to promotion into senior management posts.	Increase in the number of BME staff in more senior positions	EDI Manager	Feb-19	Red
Monitor the outcomes of job evaluation requests, by the ethnic profile of staff.	Ensure that the job evaluation system is free from bias, offers equal access, and outcomes by ethnicity.	HR Business Partners	Feb-19	Red
<b>Indicator 2</b>				
Relative likelihood of staff being appointed from shortlisting, across all posts				
Review the Recruitment and Selection Policy & conduct an equality impact assessment.	Identify and remove any areas in the policy with a potential adverse impact, and provide measures for positive	Head of Resourcing	Nov-18	Green

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Set up systems to ensure that the recruitment and selection processes, from advert to appointment is carried out fairly.	Identify possible barriers in the recruitment and selection process and devise appropriate actions.	Recruitment Manager	Jan-19	Amber
Develop actions to address concerns raised by WRES data, and Staff Survey.	Increase in the number of BME staff being appointed from short listing across the Trust.	HR Business Partners	Mar-19	Red
Ensure that all appointments and promotions (including interims, acting up, secondments go through a formal process, and remain flexible enough to provide opportunities to develop talent.	Ensure that there is consistency in the implementation of the R & S Policy. In particular for BME staff who are under presented in particular Bands in services across the Trust.	Recruitment Manager / HR Business Partners	Mar-19	Red
Review the Recruitment and Selection Policy to ensure, compulsory training for staff who chair recruitment panels.	Ensure that staff who chair recruitment panels, fully understand their responsibilities through to the completion and transfer of the paper work back to HR.	Recruitment Manager	Jan-19	Amber

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Investigate areas of concerns raised around the recruitment process in ER cases.	Ensure that there is consistency in the implementation of the R & S Policy.	HR Advisers & Recruitment Manager	Dec-18	Amber
<b>Indicator 3</b>				
Relative likelihood of staff entering the formal disciplinary process. (This data will be based from a 2 year rolling average of the current year and the previous year).				
Undertake a deep dive of cases to find out if the action taken, is equitable for both white and BME through the informal and formal stages.	Reduce the number of BME staff entering the formal disciplinary process	HR Business Partners	Feb-19	Amber
Ensure that informal processes have been carried out appropriately, before formal investigations take place	Review the process of investigations from Advisor to the end of the investigation process.	Deputy Director of HR & OD	Feb-19	Amber
Provide an update and analysis on Disciplinary project in the HR Pan London EDI Group.	Learn from other NHS Organisations on best practice in handling disciplinary cases.	EDI Manager	Feb-19	Amber
<b>Indicator 4</b>				

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Relative likelihood of staff accessing non-mandatory training and CPD.				
Introduce a system to monitor non- mandatory training requests from staff to their manager.	Provide analysis of staff applying and selected for training via line management	Head of ODL & Education	Apr-19	Amber
Introduce equality monitoring of those staff in the 'unknown' category.	Provide quarterly monitoring of access to non- mandatory training to BME and White staff.	Head of ODL & Education	Jan-19	Amber

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Review Study Leave Policy.	Amend Study leave policy to ensure that managers record all requests for non mandatory training and CPD	Head of ODL & Education	Jan-19	Amber
Develop equality monitoring from applications for CPPD.	Provide quarterly reports on staff accessing CPPD within the Trust across the protected characteristics.	Head of ODL & Education	Jan-19	Red
<b>Indicator 5</b>				
KF 25 - Percentage of staff experience harassment, bullying or abuse from patients, relatives or the public in last 12 months.				
Analyse datix reports for bullying and harassment from patients, carers and service users.	Reduce the number of staff experiencing B & H across the Trust.	Directorate Management Teams & HR Business Partners	Feb-19	Red
Compare the Staff Survey data with workforce employee relations data and Datix reports.	Reduce the number of staff experiencing B & H across the Trust.	Directorate Management Teams & HR Business Partners	Feb-19	Red
Review relevant policies and practices, relating to staff experiencing all abuse from patients relatives and the public.	Ensure that policies and practices on staff survey are robust enough to address and reduce incidents.	Directorate Management Teams & HR Business Partners	Feb-19	Red

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Run focus groups with staff, and managers to establish if B & H incidents are dealt with effectively.	Provide an opportunity for staff engagement and identify solutions from the perspective of front line staff, and pressures from service delivery.	Equality & Inclusion Manager & ODL Business Partners	Mar-19	Red
<b>Indicator 6</b>				
KF 26 - Percentage of staff experience harassment, bullying or abuse from staff in last 12 months.				
Review ABC policy and conduct an equality analysis.	Ensure the Policy is able to identify all legal requirements of B & H as required by the Equality Act 2010. Identify if there are any adverse outcomes for BME staff.	Equality & Inclusion Manager	Dec-18	Amber
Review the Dignity at Work Policy and conduct an equality analysis.	Ensure the Policy is able to identify all legal requirements of B & H as required by the Equality Act 2010. Identify if there are any adverse outcomes for BME staff.	Equality & Inclusion Manager	Dec-18	Amber

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Review the role of the Respect at Work Advisers and introduce monitoring of cases.	Increase the use and review the effectiveness of the role of Respect at Work Advisers.	Equality & Inclusion Manager	Jan-19	Amber
Monitor the cases that have been raised through the ABC and Dignity at work policy.	Identify concerns and provide solutions on procedures or practice. Or any potential for bias in the process.	Equality & Inclusion Manager	Jan-19	Amber
Deliver management training on accountability and responsibility in, compassionate and collective leadership.	Ensure that we provide training to managers that focus on leadership styles and the impact of bias and organisational injustice, in decision making and practices. (Review work done by Kings Fund & Mc Gregor Review)	Head of ODL & Education	Feb-19	Green
<b>Indicator 7</b>				
KF 21- Percentage believing that the Trust provides equal opportunities for career progression or promotion.				
Ensure managers are identifying career opportunities with staff when conducting and reviewing	Increase in the satisfaction levels of number of BME staff in KF21.	HR & ODL Business Partners	Feb-19	Amber



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Monitor the outcome of internal and external secondments across the Trust.	Monitor and Improve the number of BME staff offered secondments and acting up opportunities.	Directorate Management Teams & HR Business Partners	Feb-19	Amber
Offer interview skills for BME staff at all grades.	Provide up to date information or best practice and encourage more BME staff to apply for promotion.	Head of ODL & Education	Feb-19	Amber

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Encourage staff to access the development programmes offered by NHS Leadership Academy such as Stepping Up Programme (Bands 5 -7)	Increase the opportunity for BME staff to develop a career plan, apply and seek promotion through other routes.	Head of ODL & Education	Feb-19	Amber
<b>Indicator 8</b>				
KF20 - In the last 12 months have you personally experienced discrimination at work from any of the following; Manager /team leader or colleague				
Review outcomes of ER investigations to identify areas of discrimination and take effective action.	Reduce the number of reported incidents of discrimination by BME staff in the staff survey and ER cases.	EDI Manager & HR Advisers	Dec-18	Green
Monitor the ER cases for breach of our Equal opportunities Policy, and share learning across organisation.	Monitor action taken from the breach of EOP, and implementation of best practice across the Trust.	EDI Manager & HR Business Partners	Jan-19	Green

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Deliver equality and diversity training to areas of hotspots, identified in staff survey and through complaints.	Increase the knowledge and understanding of our regulatory obligations under the Equality Act 2010, and managing an inclusive workforce.	EDI Manager	On going	Green
Run focus groups/ consultation events with BME and white staff, to provide a safe space for discussion, and solutions from both perspectives.	Reduction in the number of staff experiencing discrimination at work, and ensure that investigations are robust in identifying discriminatory practices.	EDI Manager	Feb-19	Amber
<b>Indicator 9</b>				
The Percentage difference between the organisations' Board voting membership, and its overall staff workforce.				
Assign senior leaders to become champions for WRES.	Senior managers to understand the WRES indicators, and lead in improving the experience of BME Staff within their Directorates.	CEO, Director & Assistant of HR & OD	Jan-19	Red

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Quarterly reports to be submitted to the Board on the progress of the WRES action Plan	Ensure that the Board takes responsibility for the Governance and accountability to deliver the WRES Action Plan.	CEO & Chair of the Board	Mar-19	Amber
Detailed discussions, as the precursor to any action, on the exact nature of the diversity deficits in the organisation.	Ensure that the Board takes responsibility for the Governance and accountability to deliver the WRES Action Plan.	CEO & Chair of the Board	Jan-19	Amber
Review the criteria and encourage appointments from diverse backgrounds, and ensure executive search agencies are committed to diversity in their processes.	Increase the representation of BME voting Members on the Board.	CEO & Chair of the Board	Mar-19	Red
Agree WRES outcomes for monitoring against other SWL Trusts.	Provide annual WRES monitoring benchmarking data against SWL Trusts	CEO & Chair of the Board	Oct-18	Amber