# East Kent Hospital University Foundation Trust’s (EKHUFT) Workforce Race Equality Standard (WRES) Action Plan 2023/2024

The NHS must welcome all, with a culture of belonging and trust. We must understand, encourage and celebrate diversity in all its forms (NHS People Plan 2020). EKHUFT’s aim is to become a truly inclusive organisation that eliminates the conditions where discrimination occurs. To achieve this, we must commit ourselves to better understand and address all forms of discrimination and inequality. We know this will be a challenging task given the current inequalities faced by our workforce. We are motivated to make meaningful, long lasting change.

Since 2015 all NHS organisations have been required to demonstrate how they are addressing race equality issues in a range of staffing areas through the Workforce Race Equality Standard (WRES).

This WRES Action Plan lists actions that EKHUFT are/ will take to improve race equality within the organisation. This action plan was created by the Equality, Diversity and Inclusion (EDI) Team in collaboration and consultation with the five staff equality networks; Ethnic Diversity Engagement Network (EDEN), Staff Disability Network, Neurodiversity Network, Women’s Network, LGBTQIA+ Staff Network. This action plan supports the EDI Strategy and NHS England EDI Improvement Plan.

This document has been produced in an accessible format in accordance with the Accessible Information Standard.

## A note on language

In the pursuit of equality, diversity and inclusion, language is powerful and can help to shift attitudes and behaviours. This document acknowledges that some definitions and terminology do not always reflect the identities or lived experience of individuals. This includes, the term ‘BAME’ (Black, Asian Minority Ethnic). This term is adopted within this action plan as it is used by the National WRES Team. Therefore, while this action plan uses the term BAME, it is intended to positively impact groups and individuals beyond this term. We recognise and respect that individuals, communities and groups will identify themselves differently.

## Our Approach

EKHUFT have invested in a small, dedicated EDI Team to drive this work. The team’s mission statement is; working collaboratively with our valuable staff to action meaningful change.

Seeing issues of inequality in isolation means failing to see the whole complex picture of how inequality becomes compounded by many aspects in organisations. Therefore, the EDI team are employing an evidence-based, multi-dimensional approach using Thompson’s PCS Model.

## **Thompson’s PCS Model**

This provides a multifaceted approach to understanding inequality and addressing it on three interlinked organisational layers; personal (individual behaviours and thoughts), cultural (shared norms and values e.g. in teams, services), structural (policies, processes e.g. recruitment, investigations).

The rationale is that using this systems approach promotes understanding of issues of inequality on each level and also promotes actions being completed to address each level.

## Monitoring Progress

The application and progress of this action plan will be driven by the EDI Team. The action plan will be reviewed and monitored via the EDEN staff network and EDI Steering Group and updates will be reported to the Board and Executive Team.

## Workforce Race Equality Standard (WRES) Action Plan

### WRES Indicator 1

Percentage of BAME staff in each of the Agenda for Change pay Bands (AfC) 1-9 and Very Senior Managers (VSM) including executive Board members) compared with the percentage of staff in the overall workforce.

#### Action Plan

1. Develop and grow EKHUFT’s Equality Staff Networks to support the EDI strategy and agenda, ongoing.
2. Empower staff to share their lived experience stories to raise awareness and promote meaningful culture change. This includes staff stories being shared at Board meetings on a bi-monthly basis and events, ongoing.
3. Hold cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, ongoing.
4. Implement NHS EDI Dashboard which will include WRES indicators so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created by NHS England.
5. External provider to deliver a BAME Leadership Programme that is specifically aimed at staff from ethnic backgrounds who wish to progress, funding has been secured and planning is in progress, to start end of 2023/ beginning of 2024.
6. Embed Just Culture Programme to promote and embed meaningful change, ongoing.
7. Implement Inclusion Ambassadors programme to train staff to become Inclusion Ambassadors to be on interview panels. Aim is to make the recruitment process fairer and less biased. Training started in October 2023.

### WRES Indicator 2

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

#### Action Plan

1. Implement Inclusion Ambassadors programme to train staff to become Inclusion Ambassadors to be on interview panels. Aim is to make the recruitment process fairer and less biased. Training started in October 2023.
2. Promote use of the Debiasing and Value-Based Recruitment toolkit for frequent recruiters/ recruiting managers, ongoing.
3. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
4. EDI Team are leading a Making Recruitment Fairer working group to evaluate and review recruitment processes and policies to identify bias and embed EDI in processes, started November 2022, ongoing.

### WRES 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.

#### Action Plan

1. Review of all disciplinary and grievance processes including training to identify bias and make changes to embed EDI. Started November 2022, ongoing.
2. Launch of new Resolution Policy and approach to replace former disciplinary processes, with focus on informal, team-based early resolution. Launched November 2022, ongoing.
3. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
4. Implement Inclusion Ambassadors programme to train staff to become Inclusion Ambassadors to be on interview panels. Aim is to make the recruitment process fairer and less biased. Training started in October 2023.
5. Examine complaints data for themes and learning, February 2024 onwards.

### WRES Indicator 4

Relative likelihood of BAME staff accessing non-mandatory training and continuing professional development compared to white staff.

#### Action Plan

1. External provider to deliver a BAME Leadership Programme that is specifically aimed at staff from ethnic backgrounds who wish to progress, funding has been secured and planning is in progress, to start end of 2023/ beginning of 2024.
2. Promote non-mandatory training via the Ethnic Diversity Engagement Staff Network (EDEN) and other staff networks, ongoing.
3. EDI Team to continue consultation sessions with EDEN to further understand barriers to accessing training to find solutions, also identify gaps in training, requests for training not already on offer. February 2023 onwards. Sessions have identified that EDI learning sessions on different topics with lived experience input would be helpful e.g. microaggressions so these will be arranged, from March 2024.
4. EDI to work with Learning & Development Team to monitor training update and identify care groups, teams with lower uptake so targeted approach to address this can be made, ongoing.
5. Active engagement in the Culture and Leadership Programme, launched July 2023.
6. Explore mentoring and coaching opportunities with the Learning and Development Team, to start early 2024.
7. Case paper to be written requesting staff network leads and members have protected time to engage in staff network activity, early 2024.
8. Active engagement in Kent and Medway programme for internationally recruited staff including cultural competency training, September 2023 onwards.

### WRES Indicator 5

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

#### Action Plan

1. EDI Team to work with the Patient Experience and Involvement Team to identify specific issues in teams/ services and collaboratively address this, ongoing.
2. Develop and grow EKHUFT’s Equality Staff Networks to support the EDI strategy and agenda, ongoing.
3. Empower staff to share their lived experience stories to raise awareness and promote meaningful culture change. This includes staff stories being shared at Board meetings on a bi-monthly basis and at events, ongoing.
4. Hold cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, ongoing.
5. Implement NHS EDI Dashboard which will include WRES indicators so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created by NHS England.
6. External provider to deliver a BAME Leadership Programme that is specifically aimed at staff from ethnic backgrounds who wish to progress, funding has been secured and planning is in progress, to start end of 2023/ beginning of 2024.
7. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
8. Launch See ME First Anti-Racism Campaign in October 2023 during Black History Month. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all staff from ethnic backgrounds with dignity and respect.

### WRES Indicator 6

BAME staff experiencing harassment, bullying or abuse from staff in the last 12 months.

#### Action Plan

1. Launch See ME First Anti-Racism Campaign in October 2023 during Black History Month. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all staff from ethnic backgrounds with dignity and respect.
2. Develop Staff Networks to support the EDI strategy and Agenda, ongoing.
3. Empower staff to share their lived experience stories to raise awareness and promote meaningful culture change. This includes staff stories being shared at Board meetings on a bi-monthly basis and events, ongoing.
4. Hold cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, ongoing.
5. Implement NHS EDI Dashboard which will include WRES indicators so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created by NHS England.
6. External provider to deliver a BAME Leadership Programme that is specifically aimed at staff from ethnic backgrounds who wish to progress, funding has been secured and planning is in progress, to start end of 2023/ beginning of 2024.
7. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
8. Line managers and supervisors to have regular, effective wellbeing conversations with their teams, October 2023 onwards.

### WRES Indicator 7

Percentage of BAME staff believing that the trust provides equal opportunities for career progression or promotion.

#### Action Plan

1. Engagement in the Aspiring Development Programme for nurses’ band 5 to band 6, programme launched April 2023.
2. External provider to deliver a BAME Leadership Programme that is specifically aimed at staff from ethnic backgrounds who wish to progress, funding has been secured and planning is in progress, to start end of 2023/ beginning of 2024.
3. EDI Team to continue to hold consultation sessions with EDEN to further understand barriers to accessing training to find solutions, also identify gaps in training, requests for training not already on offer. February 2023 onwards.
4. Promote non-mandatory training via EDEN and other staff networks, ongoing.
5. EDI Team to monitor progression data and identify care groups, teams with lower rates of progression so targeted approach to address this can be made. Ongoing.
6. Launch See ME First Anti-Racism Campaign in October 2023 during Black History Month. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all staff from ethnic backgrounds with dignity and respect.
7. Identify pay gaps and action plans to address these e.g. for internationally recruited staff.
8. New flexible working policy launched, continue to promote this, ongoing.
9. Examine exit interview data for themes and learning, April 2024.
10. Celebrate successes and good practice in staff communications. Promote EDI activity and training opportunities via staff communications, ongoing.
11. Implement a comprehensive induction, onboarding and development programme for internationally-recruited staff. Ongoing.

### WRES Indicator 8

Staff who have, in the last 12 months, personally experienced discrimination at work from any of the following - manager / team leader or other colleagues.

#### Action Plan

1. Develop and grow EKHUFT’s Equality Staff Networks to support the EDI strategy and agenda, ongoing.
2. Empower staff to share their lived experience stories to raise awareness and promote meaningful culture change. This includes staff stories being shared at Board meetings on a bi-monthly basis and events, ongoing.
3. Holding cultural events to educate the workforce and celebrate diversity e.g. Black History Month, international festivals, Cultural Exchange, ongoing.
4. Implement NHS EDI Dashboard which will include WRES indicators so targeted interventions can be made and evaluated on a regular basis, timescale- when dashboard is created by NHS England.
5. Launch See ME First Anti-Racism Campaign in October 2023 during Black History Month. See ME First promotes Equality, Diversity and Inclusivity and says that we are an open, non-judgmental NHS organisation that treats all staff from ethnic backgrounds with dignity and respect.
6. Continue to embed Just Culture Programme to promote and embed meaningful change, ongoing.
7. Engagement in EDI research, use findings to inform policy and actions. Religious observance research concluded in September 2023, awaiting outcome. Further EDI research projects being sought/ planned including investigating experiences of doctors from ethnic backgrounds, ongoing.

### WRES Indicator 9

BAME Board representation. Percentage difference between the organisations’ Board voting membership and its overall workforce.

#### Action Plan

1. Promote use of the Debiasing and Value-Based Recruitment toolkit for frequent recruiters/ recruiting managers, ongoing.
2. Implement Inclusion Ambassadors programme to train staff to become Inclusion Ambassadors to be on interview panels. Aim is to make the recruitment process fairer and less biased. Training started in October 2023.
3. Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable. November 2023 onwards.
4. Board members, system leaders (Band 9 and VSM) and those with line management responsibilities to routinely demonstrate their understanding of, and commitment to, equality and health inequalities.
5. Board/Committee papers (including minutes) to identify equality and health inequalities related impacts and risks and how they will be mitigated and managed.
6. Board members, system and senior leaders (Band 9 and VSM) to ensure levers are in place to manage performance and monitor progress with staff and patients.
7. The EDI Team to deliver regular EDI learning sessions at Board Development Days including anti-racism.