East Kent Hospitals University NHS Foundation Trust
Workforce Race equality Standard Action Plan 2016

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
	WRES Indicator	**The proportion of total staff who have self–reported their ethnicity**					
	Finding	**87.95% of our staff have declared their ethnicity.**					
1	New campaign to increase recording of Equality data by staff utilising where feasible the ESR self reporting facility.	01/10/2016	HR Systems and Information Manage	31/3/17 90% staff declared Ethnicity 31/3/18 92.5% declared 31/3/19 95% declared	Drop off following initial campaign may require annual update.	Annual updates and increased emphasis on new recruits to declare protected characteristic data	G
	WRES Indicator	**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.**					
	Finding	**BME Staff are over represented in Band 1 and 5 and medical staff. There is underrepresentation for clinical staff in Bands 8A and above**					
2	Recruiting Managers training will be enhanced to include bias/prejudice	01/09/2016	Recruitment & Retention Project Lead	01/09/16 New Training Programme Introduced 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
3	Bias/prejudice training to be made available to all staff and managers	01/11/2016	Head of Diversity & Inclusion	01/11/16 Delivery of first programme session. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands	Insufficient take up to justify running programme	Addition Communication and advertising	G
4	New Junior managers training will include fairness and bias inputs	01/01/2017	Learning & Development Manager	01/01/17 Introduction of new programme 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
5	Leadership training will include awareness raising of bias/prejudice	01/01/2017	Cultural Change Programme Manager Learning & Development Manager	01/01/17 Introduction of new programme 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
6	Staff Friends and Family Test to include equality data for more detailed analysis and heat map investigation.	01/09/2016	Cultural Change Programme Manager Head of Diversity & Inclusion	01/11/2016 Analysis of results with heat map to be reported to SWC with action plan. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands	Lack of Action from Divisions/Departments to address issues	Visible support for programme from senior leaders	G
7	Introduce the Golden thread principal for all training courses including for doctors and nurses.	01/09/2016	Learning & Development Manager Head of Diversity & Inclusion Medical Education Manager Practice Development Nurse	01/09/16 Working group initiated 01/12/16 Golden Thread Action Plan developed 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
8	Mandatory Equality & Diversity Training requirement changed to require all managers above Grade 7 to complete Professionalism in Equality & Diversity (a more comprehensive program ideal for managers)	01/12/2016	Learning & Development Manager Head of Diversity & Inclusion	01/12/16 Needs Analysis completed to Management Board for consideration	Needs Analysis application unsuccessful	Encourage voluntary completion by managers.	G
9	BME Staff Conference to review WRES data and inform further actions. Reinvigorate BME Staff network and encourage involvement of BME Staff in WRES and EDS2 plans.	03/11/2016	Head of Diversity & Inclusion	03/11/16 Conference Held Spitfire Ground. Speakers include CEO, HRD, Yvonne Coghill, Fire brigade Union BME lead. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
10	Enable leaders to demonstrate their commitment to E&D in response to findings from WRES and EDS2.	01/09/2016	Head of Diversity & Inclusion Head of Media and Communications	01/09/16 Develop Communications Plan 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
	WRES Indicator	Relative likelihood of staff being appointed from shortlisting across all posts.					
	Finding	White applicants are 1.54 times more likely to be appointed from shortlisting than BME applicants.					
11	Recruiting Managers training will be enhanced to include bias/prejudice	01/09/2016	Recruitment & Retention Project Lead	01/09/16 New Training Programme Introduced 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
12	Undertake further data analysis to establish whether there are particular directorates, departments, job roles and pay bands where staff are more or less likely to be appointed from shortlisting.	01/09/2016	Resourcing Manager Head of Diversity & Inclusion	01/09/16 Data Analysis 01/11/16 Use this information as the basis for further action planning. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
13	Continue to investigate where the recruitment process might be improved to increase successful BME Staff appointments.	01/09/2016	Resourcing Manager	01/09/16 Commence Investigation 01/11/16 Use this information as the basis for further action planning. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands	Resourcing Team unable to complete review due to workload	Diversity & Inclusion team to assist where possible. Consider the use of exception reporting for instances where a BME candidate has been unsuccessful.	G
14	New Diversity and Inclusion Steering Group Chaired by CEO Deputy Chair NED. Will direct and review WRES Action Plan & report progress to SWC	15/08/2016	Head of Diversity & Inclusion	15/8/16 Inaugural Meeting of new group to consider and discuss. EDS2, WRES, AIS			G
	WRES Indicator	**Relative likelihood of staff accessing non-mandatory training and CPD.**					
	Finding	**White staff are 1.25 times more likely to access non-mandatory training and CPD.**					
15	Continued investigation and development of additional means to record non-mandatory training in particular external delivery.	01/08/2016	Learning & Development Manager	01/03/2017 Report to Strategic Workforce Committee			G
16	Utilise data to understand where there may be pockets of under-representation in terms of accessing mandatory and non-mandatory training and identify departments, roles or pay bandings where review and action is required.	01/08/2016	Head of Diversity & Inclusion	01/10/2016 Review data and develop Action Plan Report to Diversity & Inclusion Steering group	Diversity & Inclusion Team unable to complete review due to workload	Seek support from Learning and Development	G

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
	WRES Indicator	**Percentage believing that trust provides equal opportunities for career progression or promotion.**					
	Finding	**82.48% of our White staff believe that trust provides equal opportunities for career progression or promotion compared to 67.38% of our BME staff**					
17	Enable leaders to demonstrate their commitment to E&D in response to findings from WRES and EDS2.	01/09/2016	Head of Diversity & Inclusion Head of Media and Communications	31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G
18	Recruiting Managers training will be enhanced to include bias/prejudice	01/09/2016	Recruitment & Retention Project Lead	01/09/16 New Training Programme Introduced 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G
19	Bias/prejudice training to be made available to all staff and managers	01/11/2016	Head of Diversity & Inclusion	01/11/16 Delivery of first programme session. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.	Insufficient take up to justify running programme	Addition Communication and advertising	G
20	New Junior managers training will include fairness and bias inputs	01/01/2017	Learning & Development Manager	01/01/17 Introduction of new programme 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
21	Leadership training will include awareness raising of bias/prejudice	01/01/2017	Cultural Change Programme Manager Learning & Development Manager	01/01/17 Introduction of new programme 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G
22	Staff Friends and Family Test to include equality data for more detailed analysis and heat map investigation.	01/09/2016	Cultural Change Programme Manager Head of Diversity & Inclusion	01/11/2016 Analysis of results with heat map to be reported to SWC with action plan. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.	Lack of Action from Divisions Departments to address issues	Visible support for programme from senior leaders	G
23	Introduce the Golden thread principal for all training courses including for doctors and nurses.	01/09/2016	Learning & Development Manager Head of Diversity & Inclusion Medical Education Manager Practice Development Nurse	01/09/16 Working group initiated 01/12/16 Golden Thread Action Plan developed 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G
24	Mandatory Equality & Diversity Training requirement changed to require all managers above Grade 7 to complete Professionalism in Equality & Diversity a more comprehensive program ideal for managers.	01/12/2016	Learning & Development Head of Diversity & Inclusion	01/12/16 Needs Analysis completed to Management Board for consideration 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.	Needs Analysis application unsuccessful	Encourage voluntary completion by managers.	G
25	BME Staff Conference to review WRES data and inform further actions. Reinvigorate BME Staff network and encourage involvement of BME Staff in WRES and EDS2 plans.	03/11/2016	Head of Diversity & Inclusion	03/11/16 Conference Held Spitfire Ground. Speakers include CEO, HRD, Yvonne Coghill, Fire brigade Union BME lead. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G

Bruce Campion-Smith
Head of Diversity and Inclusion
Page 4
WRES Action Plan 2016 (ver iii)

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
26	Undertake further data analysis to establish whether there are particular directorates, departments, job roles and pay bands where staff are more or less likely to be appointed from shortlisting.	01/09/2016	Resourcing team Head of Diversity & Inclusion	01/09/16 Data Analysis 01/11/16 Use this information as the basis for further action planning. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G
27	Continue to investigate where the recruitment process might be improved to increase successful BME Staff appointments.	01/09/2016	Resourcing Manager	01/09/16 Commence Investigation 01/11/16 Use this information as the basis for further action planning. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.	Resourcing Team unable to perform review due to workload	Diversity & Inclusion team to assist where possible. Consider the use of exception reporting for instances where a BME candidate has been unsuccessful.	G
28	Continued investigation and development of additional means to record non-mandatory training in particular external delivery.	01/08/2016	Learning & Development Manager	01/03/2017 Report to Strategic Workforce Committee			G
29	Utilise data to understand where there may be pockets of under-representation (either by BME or White staff) in terms of accessing mandatory and non-mandatory training and identify departments, roles or pay bandings where review and action is required.	01/08/2016	Head of Diversity & Inclusion	01/10/2016 Review data and develop Action Plan Report to Diversity & Inclusion Steering group 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.	Diversity & Inclusion Team unable to accomplish review due to workload	Seek support from Learning and Development	G
30	New Diversity and Inclusion Steering Group Chaired by CEO Deputy Chair NED. Will direct and review WRES Action Plan & report progress to SWC	15/08/2016	Head of Diversity & Inclusion	15/8/16 Inaugural Meeting of new group to consider and discuss. EDS2, WRES, AIS			G
31	Review the development opportunities available to staff (both formal and informal) which would support promotion and career progression into senior roles. Undertake equality analysis of the processes in place by which these opportunities are accessed and consider potential barriers to equality of opportunity in the talent pipeline for senior roles between different staff groups.	15/11/2016	Head of Diversity & Inclusion Chair BME Staff Network Talent Management Project Manager	31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.	Staff Network not established following BME Staff Conference	Diversity & Inclusion to progress	G

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
	WRES Indicator	**In the last 12 months have you personally experienced discrimination at work from Manager/team leader or other colleagues**					
	Finding	**Our BME staff are 2.28 times more likely than our White staff to report that in the last 12 months they have personally experienced discrimination at work from any of the following Manager/team leader or other colleagues**					
32	Enable leaders to demonstrate their commitment to E&D in response to findings from WRES and EDS2.	01/09/2016	Head of Diversity & Inclusion Head of Media and Communications	01/09/16 New Training Programme Introduced 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands 31/03/2016 75% of our be staff believe that trust provides equal opportunities for career progression or promotion. 31/03/18 80% of our BME staff believe that trust provides equal opportunities for career progression or promotion. 31/03/20 The percentage of our BME staff believe that trust provides equal opportunities for career progression or promotion closely matched that of our white staff.			G
33	New campaign to increase recording of Equality data by staff utilising where feasible the ESR self reporting facility.	01/10/2016	HR Systems and Information Manage	31/3/17 90% staff declared Ethnicity 31/3/18 92.5% declared 31/3/19 95% declared	Drop off following initial campaign may require annual update.	Annual updates and increased emphasis on new recruits to declare protected characteristic data	G
34	Recruiting Managers training will be enhanced to include bias/prejudice	01/09/2016	Recruitment & Retention Project Lead	01/09/16 New Training Programme Introduced 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
35	Bias/prejudice training to be made available to all staff and managers	01/11/2016	Head of Diversity & Inclusion	01/11/16 Delivery of first programme session. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands	Insufficient take up to justify running programme	Addition Communication and advertising	G
36	New Junior managers training will include fairness and bias inputs	01/01/2017	Learning & Development Manager	01/01/17 Introduction of new programme 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
37	Leadership training will include awareness raising of bias/prejudice	01/01/2017	Cultural Change Programme Manager Learning & Development Manager	01/01/17 Introduction of new programme 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
38	Staff Friends and Family Test to include equality data for more detailed analysis and heat map investigation.	01/09/2016	Cultural Change Programme Manager Head of Diversity & Inclusion	01/11/2016 Analysis of results with heat map to be reported to SWC with action plan. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands	Lack of Action from Divisions Departments to address issues	Visible support for programme from senior leaders	G
39	Introduce the Golden thread principal for all training courses including for doctors and nurses.	01/09/2016	Learning & Development Manager Head of Diversity & Inclusion Medical Education Manager Practice Development Nurse	01/09/16 Working group initiated 01/12/16 Golden Thread Action Plan developed 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G

No.	Key Action	Commencement Date	Lead	Milestones & Dates	Risk to Delivery	Mitigation	RAG
40	Mandatory Equality & Diversity Training requirement changed to require all managers above Grade 7 to complete Professionalism in Equality & Diversity a more comprehensive program ideal for managers.	01/12/2016	Learning & Development Head of Diversity & Inclusion	01/12/16 Needs Analysis completed to Management Board for consideration	Needs Analysis application unsuccessful	Encourage voluntary completion by managers.	G
41	BME Staff Conference to review WRES data and inform further actions. Reinvigorate BME Staff network and encourage involvement of BME Staff in WRES and EDS2 plans.	03/11/2016	Head of Diversity & Inclusion	03/11/16 Conference Held Spitfire Ground. Speakers include CEO, HRD, Yvonne Coghill, Fire brigade Union BME lead. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
42	Undertake further data analysis to establish whether there are particular directorates, departments, job roles and pay bands where staff are more or less likely to be appointed from shortlisting.	01/09/2016	Resourcing team Head of Diversity & Inclusion	01/09/16 Data Analysis 01/11/16 Use this information as the basis for further action planning. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands			G
43	Continue to investigate where the recruitment process might be improved to increase successful BME Staff appointments.	01/09/2016	Resourcing Manager	01/09/16 Commence Investigation 01/11/16 Use this information as the basis for further action planning. 31/03/19 Demonstrable improvement in distribution of BME staff across all Bands 31/03/21 BME Staff proportionally represented across all bands	Resourcing Team unable to complete review due to workload	Diversity & Inclusion team to assist where possible. Consider the use of exception reporting for instances where a BME candidate has been unsuccessful.	G
44	Continued investigation and development of additional means to record non-mandatory training in particular external delivery.	01/08/2016	Learning & Development Manager	01/03/2017 Report to Strategic Workforce Committee			G
45	Utilise data to understand where there may be pockets of under-representation (either by BME or White staff) in terms of accessing mandatory and non-mandatory training and identify departments, roles or pay bandings where review and action is required.	01/08/2016	Head of Diversity & Inclusion	01/10/2016 Review data and develop Action Plan Report to Diversity & Inclusion Steering group	Diversity & Inclusion Team unable to carry out review due to workload	Seek support from Learning and Development	G
46	New Diversity and Inclusion Steering Group Chaired by CEO Deputy Chair NED. Will direct and review WRES Action Plan & report progress to SWC	15/08/2016	Head of Diversity & Inclusion	15/8/16 Inaugural Meeting of new group to consider and discuss. EDS2, WRES, AIS			G

	Complete
	On-track / not due
	1 full calendar month overdue
	2 full calendar months overdue
	3 or more calendar months overdue