

Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) Action Plan.

Introduction

Queen Elizabeth Hospital NHS Foundation Trust is committed to meeting the requirements of the Workforce Race Equality Standard and Workforce Disability Standard.

As a result of collecting evidence to support our WRES and WDES submission, we have identified gaps within our data alongside some areas for improvement from the National Staff Survey (Undertaken in October 2021). Therefore, the action plan below sets out our primary work to address these areas for improvement gaps. This plan covers 12 months until October 2023.

The Trusts Equality, Diversity and Inclusion (EDI) workplan and our staff networks have been instrumental in the development of the action plan.

WRES Action Plan

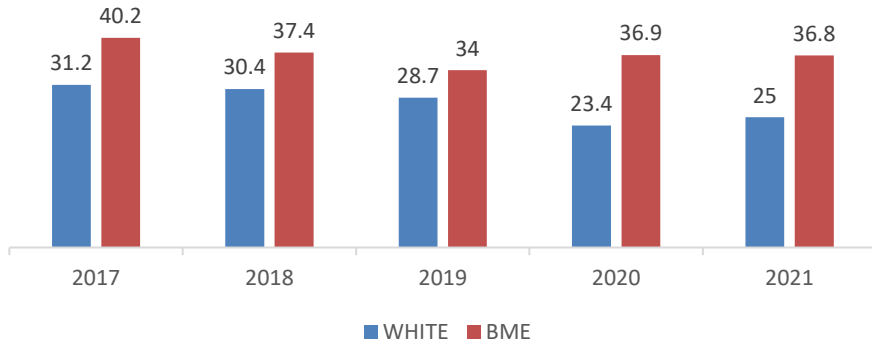
WRES Non-Clinical					WRES Clinical				
	WHITE	BME	BME 2021 (LY)	Unknown/ Null		WHITE	BME	BME 2021 (LY)	Unknown/ Null
Under band 1	0	0	0	0	Under band 1	0	0	0	0
Band 1	47	2	1	0	Band 1	0	0	0	0
Band 2	676	68	44	9	Band 2	556	153	88	6
Band 3	159	12	8	1	Band 3	194	7	9	0
Band 4	162	8	5	0	Band 4	106	16	47	1
Band 5	91	5	5	0	Band 5	343	412	364	15
Band 6	55	1	1	0	Band 6	366	93	69	1
Band 7	31	0	0	0	Band 7	221	29	28	1
Band 8a	26	0	2	0	Band 8a	62	6	4	3
Band 8b	9	1	0	0	Band 8b	19	1	1	0
Band 8c	11	0	0	0	Band 8c	7	0	1	0
Band 8d	6	0	1	0	Band 8d	7	0	0	0
Band 9	8	0	0	0	Band 9	0	0	1	0
VSM	5	0	0	0	VSM	1	0	1	1

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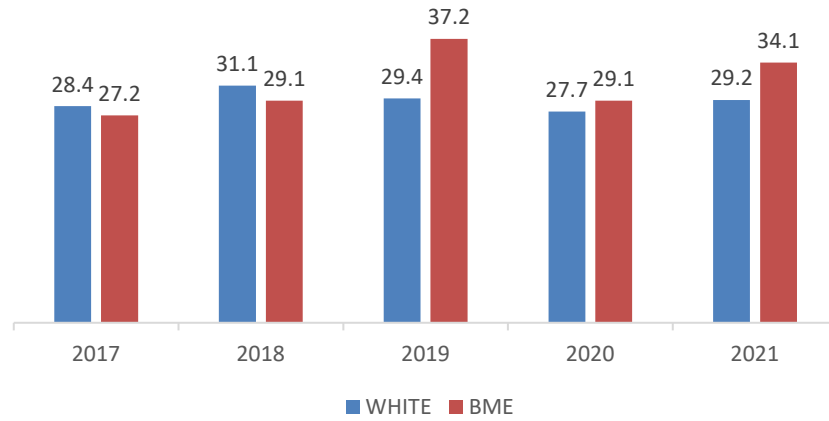
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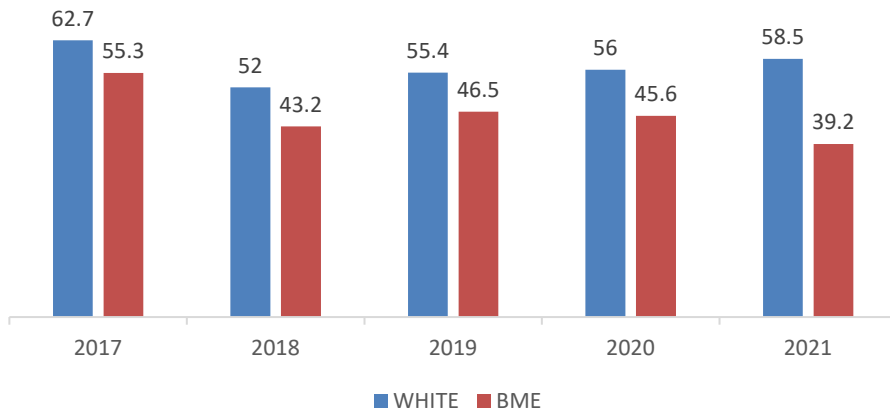
WRES - Indicator 5 percent of BME staff experiencing harrasment, bullying or abuse from patients, relatives or the public in the last 12 months (%)



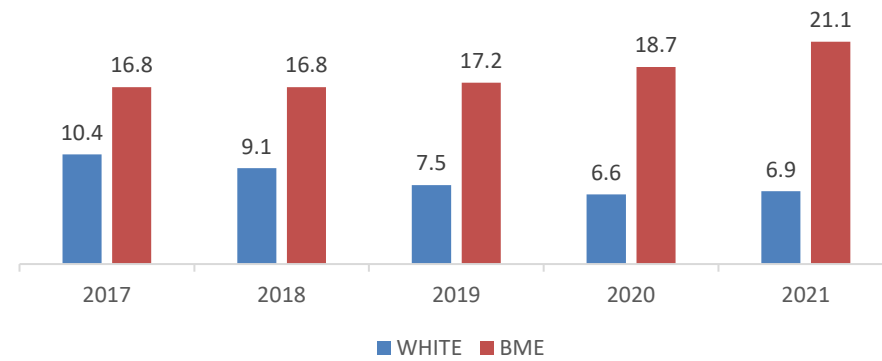
WRES - Indicator 6 BME staff experincing harrasment, bullying or abuse from staff in the last 12 months (%)



WRES - Indicator 7 BME staff believing the trust provides equal opportunities for career progression or promotion (%)



WRES - Indicator 8 percentage of BME staff personally experiencing discrimination at work from manager/ team leader or other colleagues (%)



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WRES Indicator	Data for 2021		Actions
	WHITE	BME	
Indicator 1: Percentage of BME staff in each of the AfC Bands 1-9	74%	26%	<ul style="list-style-type: none"> Positive improvements detailed within the clinical and non-clinical banding data, mainly at bands 5-8a within clinical. Head of EDI successfully joining the WRES experts programme due to commence November 2022.
Indicator 2: Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME	1.20%		<ul style="list-style-type: none"> Continue with the diverse interview panel, where a member of HR and an ethnic minority representative for all post band 7 and above. Working collaboratively with an external organisation which will provide interview training to 120 staff members, that focuses on unconscious bias and cultural awareness ensuring we have a fair recruitment process.
Indicator 3: Relative likelihood of BME staff entering the formal disciplinary process compared to white staff	1.32%		<ul style="list-style-type: none"> Work with Head of HR & ER to assess all ER cases and ensure the process is consistent and fair. Ensure learnings from 'Restorative and Just Culture' training are shared with board, executives and key stake holders across the organisation to put learning into practise.
Indicator 4: Relative likelihood of BME staff accessing non-mandatory training and CPD compared to white staff	0.96%		<ul style="list-style-type: none"> The Trust introduced a bespoke 'High Performing Team' developing programme which is being led by Kings Fund, nineteen percent of the delegates are from ethnic minority staff groups. June 2022 the Trust introduced a Reverse Mentoring Programme that has been support by ReMEDI project, in total we have twenty-six participants that are involved in this cohort. The model we used for this was gRACE, encompassing all protected characteristics. We have fifty four percent of those being ethnic minority staff. We have 7 colleagues who have enrolled onto the Norfolk and Waveney 'Positive Action Programme'. Launch of 'REACH Development Programme' in Q4 as our first pilot that will include leadership and development subject matter experts from within the Trust to support our first cohort.
Indicator 5: Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	25%	36.8%	<ul style="list-style-type: none"> Continue to hold roadshow events raising awareness of the 'See ME First' campaign, encouraging staff to make their personal pledge. Head of EDI will continue to work closely with our FTSUG and REACH staff network chair to facilitate a safe space session on a quarterly basis. The development of our 'Zero Tolerance' campaign, working collectively with our communications team and stakeholders to support the relaunch and rebranding. During roadshows and staff network meetings ensure we provide wellbeing information to staff and continue to offer safe space sessions and to signpost mental wellbeing support.
Indicator 6: Percentage of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months	29.2%	34.1%	<ul style="list-style-type: none"> Change of line management for the 'Pastoral Support Officer' to Head of EDI will support staff with clear alignment and support from different channels. Developing and embedding an anti-racism culture with the drive from 'See ME First' campaign, encouraging allyship, role modelling and visibility. Continue to actively use the EDI calendar across the trust to celebrate and recognise dates and events that are important to our staff and patients. Ensure our EDI glossary is used to support conversations and raise awareness of terminology and terms that staff and patient use.

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Indicator 7: Percentage of BME staff believing that trust provides equal opportunities for career progression or promotion	WHITE	BME	<ul style="list-style-type: none"> We have 7 colleagues who have enrolled onto the Norfolk and Waveney 'Positive Action Programme'. Launch of 'REACH Development Programme' in Q4 as our first pilot that will include leadership and development subject matter experts from within the Trust to support our first cohort. Reverse Mentoring in place to support with EDI workplan, we have 54% of our staff engaged with this is from our minority ethnic groups. 97% success rate at achieving an ethnically balanced interview panel for Band 7 and above appointments. 120 staff enrolled on the High Performing Teams King's Fund leadership development programme of which 19% are from members of our minority ethnic groups, including from our REACH staff groups
	58.5%	39.2%	
Indicator 8: Percentage of BME staff personally experiencing discrimination at work from manager/ team leader or other colleagues	WHITE	BME	<ul style="list-style-type: none"> Mark progress against the Anti-Racism Charter with UNISON Greater partnership with staff networks with a focus on intersectionality. Share learnings and findings from the Reverse Mentoring cohort colleagues and react to feedback from the evaluation from ReMEDI project. Develop a multi-culture toolkit that supports our staff and also the teams they work within. Ensure 'MY Reality' podcast led by QEH is utilised to share lived experience., to know more about the people we work with, care for and our local community, and provide staff with a platform for education.
	6.9%	21.1%	

Summary of the metrics in comparison:

Indicator 1: BAME representation shows progressive improvements within higher bands between 5-8a within clinical.

Indicator 2: It's disappointed to see within the data it shows an increase from 2020 – 0.84% compared to 2021 – 1.20%, we continue to implement our diverse interview panel, where we have a member of our REACH (race, ethnicity and culture heritage) present on interview for band 7 and above.

Indicator 3: A positive decline of staff entering formal disciplinary process compared to white staff, 2020 was 1.5% Vs 2021 at 1.32%.

Indicator 4: This indicator is taken directly from staff survey 2021. A minor difference for 2021, the Trust has successfully appointed our Head of Talent and OD that will support our learning and development offer across the Trust. Both the reverse mentoring and Bespoke Development programmes have enabled BME staff to develop their leadership skills and work with senior managers or executives in helping to embed an inclusive culture.

Indicator 5: This indicator is taken directly from staff survey 2021. Disappointingly the data illustrates a big gap between white and BAME staff, our zero-tolerance campaign launching in November will support staff with addressing concerns.

Indicator 6: This indicator is taken directly from staff survey 2021. Disappointingly the data shows an increase for BME staff, we will continue to raise awareness of the 'See ME First' initiative, reinforcing the purpose and our proposed zero-tolerance campaign.

Indicator 7: This indicator is taken directly from staff survey 2021. The 2021 data illustrates a 5% decline from 2020, we are looking to launch our own in-house development session to support our ethnic minority staff, to provide them with additional skills that will support future career development.

Indicator 8: This indicator is taken directly from staff survey 2021. The 2021 data shows a decline of 3% from 2020, our reverse mentoring programme, zero-tolerance campaign, Freedom to Speak Up Guardian in post full time and the development of the pastoral role enabling staff to speak up and address action.

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WDES Action Plan

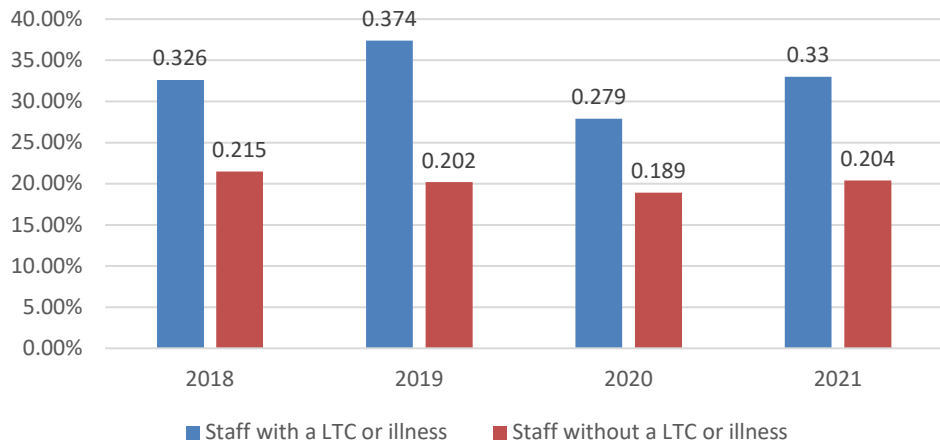
WDES Non-Clinical				WDES Clinical			
	Disabled	Non-Disabled	Unknown/Null		Disabled	Non-Disabled	Unknown/Null
Under band 1	0	0	0	Under band 1	0	0	0
Band 1	2	32	15	Band 1	0	0	0
Band 2	39	588	127	Band 2	19	644	52
Band 3	9	130	33	Band 3	6	157	38
Band 4	3	133	34	Band 4	7	101	15
Band 5	2	79	15	Band 5	18	689	63
Band 6	3	48	5	Band 6	20	393	47
Band 7	2	24	5	Band 7	9	200	42
Band 8a	0	22	4	Band 8a	2	56	13
Band 8b	1	7	2	Band 8b	1	19	0
Band 8c	0	10	1	Band 8c	0	6	1
Band 8d	1	4	1	Band 8d	0	5	2
Band 9	0	7	1	Band 9	0	0	1
VSM	0	4	1	VSM	0	1	0

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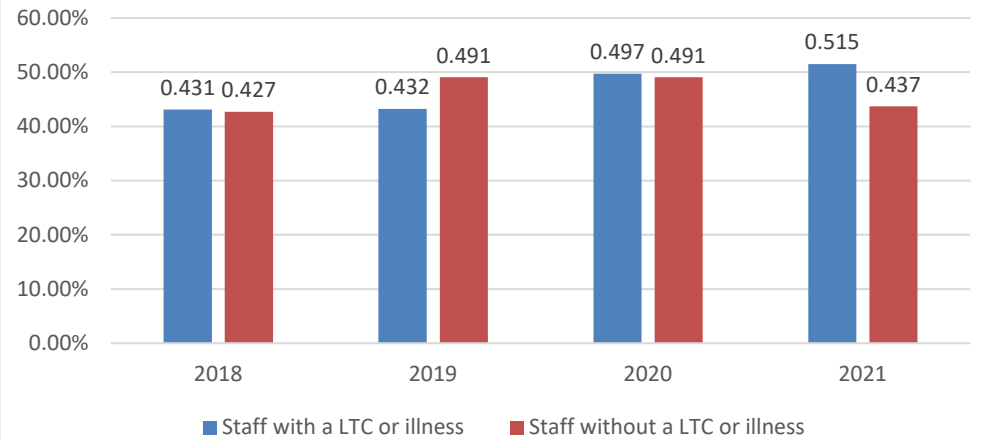
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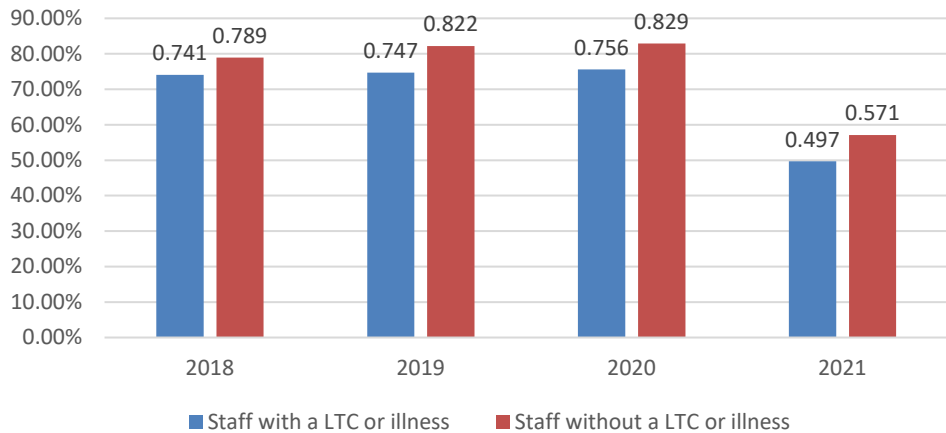
WDES - Indicator 4a percentage of staff experincing harassment, bullying or abuse from other colleagues in the last 12 months



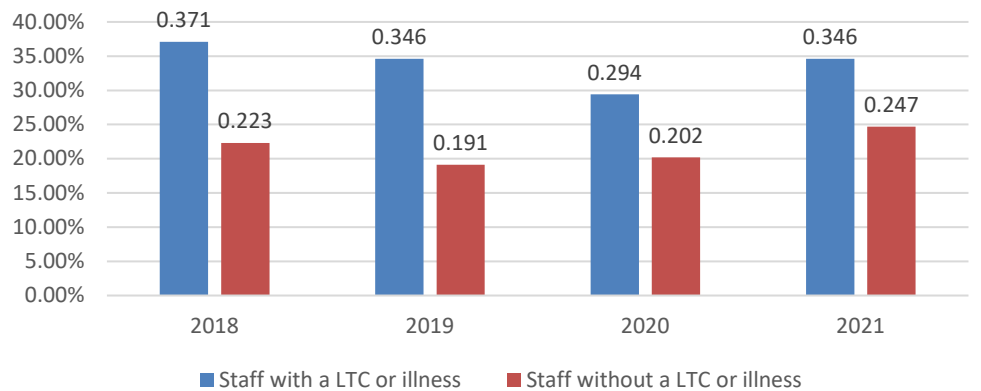
WDES - Indicator 4b percentage of staff saying that the last time they experince harassment, bullying or abuse at work, they or a colleague reported it



WDES - Indicator 5 percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion



WDES - Indicator 6 percentage of staff have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties

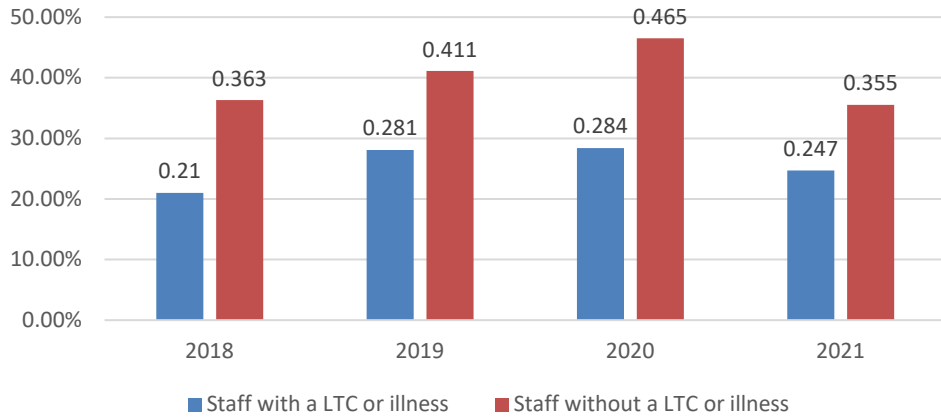


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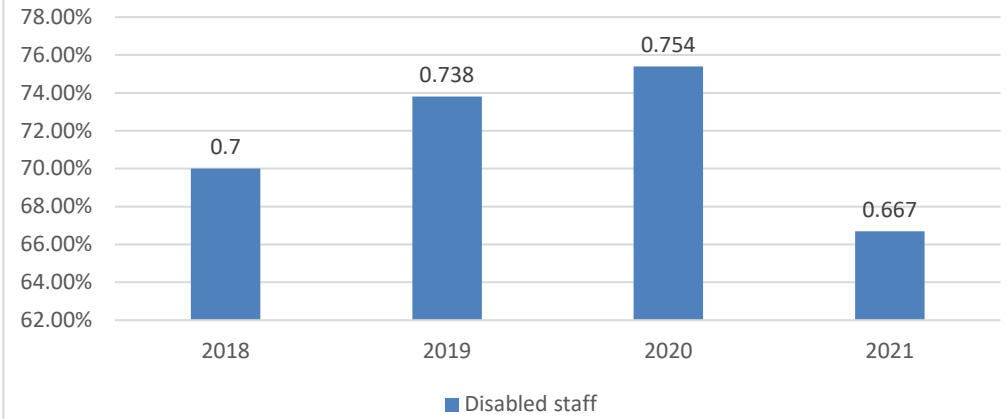
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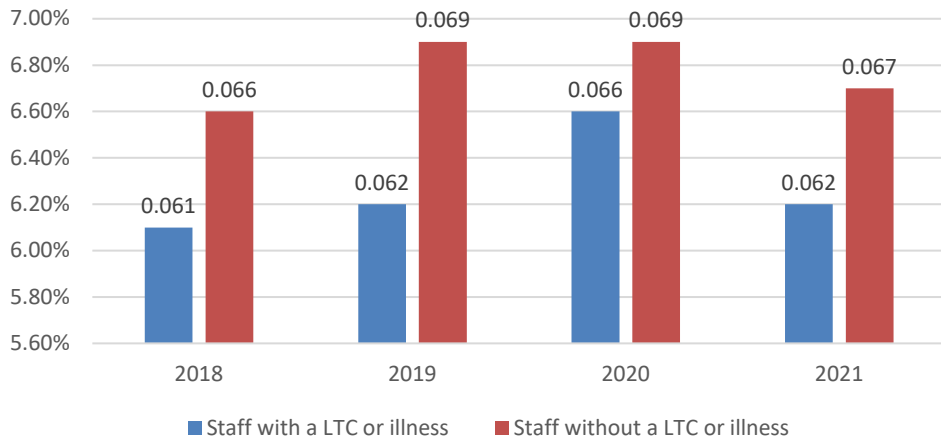
WDES - Indicator 7 percentage of staff satisfied with the extent to which their organisation values their work



WDES - Indicator 8 percentage of staff saying that their employer has made adequate adjustments to enable them to carry out their work



WDES - Indicator 9 engagement score for disabled staff



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WDES Indicator	Data for 2021			Actions
Indicator 1: Percentage of staff in AfC pay (including Executive Board members) compared with the percentage of staff in the overall workforce	Disabled	Non-disabled	Unknown	<ul style="list-style-type: none"> Working collaboratively with an external organisation who will provide interview training to 120 staff members, that focuses on unconscious bias and cultural awareness ensuring we have a fair recruitment process.
	3.23%	83.8%	12.93%	
Indicator 2: Relative likelihood of non-disabled staff being appointed from shortlisting across all posts	Disabled	Non-disabled	Unknown	<ul style="list-style-type: none"> The Trust is a level 2 Employer for the Disability Confident Scheme, which will increase the likelihood of candidates with disabilities being shortlisted for interview and subsequently appointed.
	0.37	0.31	0.33	
Indicator 3: Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure	Disabled	Non-disabled	Unknown	<ul style="list-style-type: none"> Introduction of our Disability staff network ahead of originally planned for 2022/23, where we have an executive sponsor in place to support the development of the network.
	0	2	0	
Indicator 4a: Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from manager, other colleagues, patients and service users	Disabled	Non-disabled		<ul style="list-style-type: none"> 23% of our Reverse Mentoring programme colleagues identify themselves as having a disability, this support senior leaders with understanding different disabilities.
	22.6%	12.9%		
Indicator 4b: Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.	Disabled	Non-disabled		<ul style="list-style-type: none"> Staff network to work collectively with our FTSU Guardian to support staff with reporting any concerns.
	33.0%	20.4%		
Indicator 5: Percentage of disabled staff compared to non-disabled staff believing that their organisation provides equal opportunities for career progression or promotion	Disabled	Non-disabled		<ul style="list-style-type: none"> Continue to recognise and celebrate staff through Disability History Month and key dates that are important to our staff.
	49.7%	57.1%		
Indicator 6: Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties	Disabled	Non-disabled		<ul style="list-style-type: none"> Introduction of piloting 'Health and Wellbeing Passport' working with our disability staff network and Head of staff experience and wellbeing to support with the Trust pilot.
	34.6%	24.7%		
Indicator 7: Percentage of disabled staff compared to non-disabled staff	Disabled	Non-disabled		<ul style="list-style-type: none"> Ensure engagement with our Disability Staff Network, where ideas and suggestions are brought to empower our staff.

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saying that they are satisfied with the extent to which their organisation values their work	24.7%	35.5%	
Indicator 8: Percentage of disabled staff saying that their employer has adequate adjustments to enable them to carry out their work	66.7%		<ul style="list-style-type: none"> Introduction of piloting 'Health and Wellbeing Passport' working with our disability staff network to support with the Trust pilot.
Indicator 9: The staff engagement score for disabled staff	Disabled	Non-disabled	<ul style="list-style-type: none"> Ensure that the recruitment process for Non-Executive Board Members is inclusive and is focussed on representing the communities we serve.
	6.2%	6.7%	

Summary of the metrics in comparison:

Indicator 1: The data shows a positive increase in staff both clinical and non-clinical declaring their have a disability across all bands and a 4% improvement in 'unknown' declaration.

Indicator 2: The data for 2021 shows an improvement from 2020 which was 0.29% to 0.37% for 2021.

Indicator 3: The data sets for 2021 remains the same and no difference from 2020.

Indicator 4a: **This indicator is taken directly from staff survey 2021.** QEH are performing in line with other Trusts average in comparisons.

Indicator 4b: **This indicator is taken directly from staff survey 2021.** QEH is performing much better in this indicator when compared to other Trusts.

Indicator 5: **This indicator is taken directly from staff survey 2021.** The data in comparison to the benchmark to other Acute Trusts is within 0.5%.

Indicator 6: **This indicator is taken directly from staff survey 2021.** QEH have launched a wellbeing passport which supports workplace adjustments where the staff and patients work collaboratively.

Indicator 7: **This indicator is taken directly from staff survey 2021.** Disappointing the data for 2021 shows a decline from previous year, our Disability Staff Network launch will support a safe forum for valuing each staff members work.

Indicator 8: **This indicator is taken directly from staff survey 2021.** Disappointing the data for 2021 shows a decline from previous year, the launch of our wellbeing passport will support workplace adjustments and our Disability Staff Network provides open discussion and ideas for improvements.

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