

Workforce Race Equality Standard

Action Plan 2020-2021

Learning from Lived Experience

- Reverse Mentoring
- White Ally Programme of Education

Career Progression

- “The Power of Me” Workshop
- Job Interview Skills Workshops for BAME Staff
- CEMN Chair Mentoring
- Talent Boards
- Central Repository of BAME Talent

Recruitment

- Recruiting for Difference
- Develop Diverse Interview Panels
- Develop a Robust Recruitment Practice

Dignity and Respect

- Review and Revamp the Bullying & Harassment Policy
- Review and Revamp the Grievance Policy
- Appointment of Deputy FTSU Guardian
- Safe Space Champions
- Develop a Mediation Process

Learning from Lived Experience

Starting at Executive level, provide opportunities for white staff to learn from the lived experiences of BME staff enabling them a greater understanding of the impact of discrimination on BME staff and the patients they care for.

Activity	Lead	Due Date
Pilot Reverse Mentoring with Executive and Non-Executive Team.		
Create a White Ally programme of education (in collaboration with KMPT who are already delivering this training) <ul style="list-style-type: none"> ○ Learning from BAME staff of lived experiences ○ Recognising unconscious bias ○ Developing skills and confidence to challenge behaviour and attitudes of staff and patients ○ Create a book club 	Head of Staff Engagement and Equality	January 2021

Career Progression

Increase career progression and promotion of our BME staff, including a focus on senior positions including improved access to non-mandatory training and CPD for BME staff.

WRES Indicators:

Indicator 1

Increase the % of BME staff in each of the AfC Bands 1 – 9 and VSM (compared with the % of staff in the overall workforce)

Indicator 7

Increase % of BME staff believing the Trust provides equal opportunities for career progression or promotion.

Activity	Lead	Due Date
Deliver “The Power of Me”, a half day workshop for staff focussing on career development - actively targeting BAME staff to attend	Head of Equality CEMN Committee	February 2021
Provide job interview skills workshops for BAME staff – designed and delivered internally	Head of Equality Head of L&D	February 2021

CEMN Chair to mentor a member of the CEMN to lead to wider Mentorship programme being established	CEMN Committee Head of Learning & Development HR	February 2021
Develop Talent Boards within each Division working in collaboration with HR Business Partners to set up to identify and support talent management and succession planning ensuring that assessment of BAME staff is identified and supported –		February 2021
Create a central repository of BAME talent within the Trust		February 2021

Recruitment

Increase the percentage of BME staff being recruited into the Trust using methods which actively seek to fulfil gaps in the diversity of teams.

WRES Indicators:

Indicator 2

Increase the relative likelihood of BME staff being appointed from shortlisting compared to white staff from white staff being 1.6 times more likely to be appointed than BME staff to the likelihood of BME staff being appointed being the same as white people.

Activity	Lead	Due Date
Complete pilot of “Recruiting for Difference” with Head of Performance and 3 x General Manager roles for Medicine and Emergency Care. Following the pilot and review this process will be rolled out to all 8a and above posts including Consultant posts.	Head of Staff Engagement and Equality Recruitment	January 2021
Develop diverse interview panels for all bands 8a and above plus Consultant appointments - training being scoped in conjunction with Kent and Medway BAME strategy board to provide EDI recruitment panel advisors training – cost to be confirmed and offset against NHS Charities budget allocation to the CEMN		
Develop a robust recruitment practice, linked with RfD, for all 8A and above roles plus Consultants that utilises the Rooney Rule whereby at least one BAME person will be shortlisted and interviewed. This will provide a definite increase in the diversity of the interviewees		

Dignity and Respect

Reduce the percentage of BME staff experiencing harassment, bullying or abuse from colleagues, patients and managers.

WRES Indicator:

Indicator 6

Reduce % of BME staff experiencing harassment, bullying or abuse from staff so that BME staff are not more likely to experience it more than white people

Activity	Lead	Due Date
Develop a robust way to promote dignity and respect at work for all staff where staff are supported in their working environment and can bring forward concerns for resolution in an effective and timely manner	Head of Occupational Health	October 2020
Review and revamp the Bullying & Harassment policy and the Grievance policy to focus on the promotion of dignity and respect at work.		November 2020
Appointment of Deputy FTSU Guardian	Head of Staff Engagement and Equality	December 2020
Development of around 25 or more Safe Space Champions to provide listening and appropriate signposting including appropriate training delivered internally		
Development of a more robust mediation process to enable staff to have another forum for dealing with work difficulties, avoiding grievances where possible		
Development of a process to support staff through disciplinary processes led by the Head of Occupational Health and supported by the HR team		