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**NHS**

**Frimley Health**  
NHS Foundation Trust

# WORKFORCE RACE EQUALITY SCHEME ACTION PLAN 2022/23

## **Frimley Health WRES Priorities for 2022/23**

### **Culture**

Cultural awareness and the ability to work in culturally competent ways are essential for all managers and staff to learn about and demonstrate. Senior Leaders, Line Managers and staff all have a responsibility to ensure they demonstrate cultural competency in the care of our patients and working with colleagues.

### **Experience and Engagement**

The Trust's three staff forums are very active and have provided an invaluable platform for staff voice and engagement, which has resulted in staff having a stake in the shaping of inclusive culture activity. This momentum must be built upon to take forward allyship, a system wide approach to staff engagement and inclusion and ensuring seldom heard staff groups like carers and LGBTQA+ have increase voice.

### **Careers**

The Trust has made sustained and positive progress to increase BAME density at entry level Band 8 and this needs to continue into upper tiers. There needs to be a specific focus on ensuring equality, diversity and inclusion are integral to our Succession Planning and Talent Management Frameworks, particularly where ethnic diversity needs to be increased.

### **Policies**

The Trust continues to make positive progress against the Workforce Equality Standards for Race and Disability, yet there is further scope for improving against the indicators from the NHS Staff Survey notably workplace experience for BAME and staff with disabilities.

### **Key Drivers**

Equality Act 2010 (EA2010), Equality Delivery System 2 (EDS 2)

## Objective 1: Establish a culture of Inclusive leadership

No.	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	FH Engagement Plan EDS2 <b>WRES</b>	Trust's Engagement Plan being followed to promote a more coordinated approach in the marking and celebrating of key notable dates	Build upon support from the Board to mark notable dates with particular focus on LGBTQA+, Black History Month, Disability, Carers and Race	Equality & Diversity Manager Staff Networks	Ongoing	Engagement Plan in place and tangible output in the form of video notes involving Board members, staff and staff forums
2.	EA 2010 <b>WRES</b> & WDES EDS 2 McGregor Review into Race Equality	Reciprocal Mentoring is an expectation on Senior Leaders and Chiefs of Service Development programmes	Reciprocal mentoring is set as an annual personal development objective for tiers 1 and 2	Directors EDM	April 22 – Oct 22	All Trust Board members have participated in Reciprocal Mentoring
3.	EA 2010 EDS 2 <b>WRES</b>	Staff Networks have been involved in the development of inclusive cultures activity	Develop our leaders to ensure cultural intelligence is a key competency for their roles	L&OD Chair of BAME Network EDM	Nov 22	Culture and Leadership programme is being developed. People Exemplar work being shared with staff forums

## Objective 2: Establish a culture of Inclusive Leadership in the way we develop our people

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	<b>WRES</b> McGregor Race Equality Review	Reciprocal Mentoring has been widened to underpin senior leadership programmes and opened to staff from	Offer opportunities for aspiring leaders on the Mary Seacole Leadership programme on reciprocal mentoring	EDM L&OD Team	April 22 – Oct 22	2 Cohorts are completed and review of learning with both cohorts Follow up with Mentors on applying

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
		all protected characteristics				their learning into practice
2.	EDS2 <b><u>WRES</u></b>	Leadership development opportunities are being accessed by BAME staff	BAME staff to complete in house leadership offerings e.g. Stepping Up programme	Chair of BAME Network EDM	March 22	WRES Indicator 4: Better range of tolerance 0.75 – 1.25  FH metric currently favours BAME staff  Leader in Me development programme underway to help improve ethnic diversity at Band 6
3.	EA 2010 EDS 2 <b><u>WRES</u></b>	Internationally Educated Nurses (IENs) have given feedback on their experiences and access to opportunities in the Trust and have tabled ideas to make improvements	Changes to processes for onboarding and induction to be made and making available development opportunities to support progression from Band 5 - Band 6	Lead for IENS Director of Nursing EDM	March 23	Make a 1 – 2% improvement in BAME staff at B6:  Nursing B6: BAME 42% White: 57%
4.	EA2010 EDS2 <b><u>WRES</u></b>	Year on year increase in BAME staff at Band 8a & 8b On track with Model Employer BAME targets for Band 8a – 8c	Increase BAME diversity Band 8a & above in Nursing & Mid Wifery Ensure EDI is an integral part of Succession Planning and Talent Management Framework	Director of People Director of Nursing EDM	March 23	Achieve the Model Employer Targets 22/23:

### Objective 3: Inclusive employment policies, practices and systems

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
1.	EA 2010 EDS2 <b>WRES</b> WDES	Trust has engaged with the national/regional pilot on inclusive recruitment practice	Re – set expectations around recruitment to increase BAME density at senior levels corporately and in Nursing and Midwifery <ul style="list-style-type: none"> <li>• Mandatory training for those involved in recruitment</li> <li>• Look at introducing inclusion ambassador roles to observe at interviews</li> <li>• Increase use of EDI questions in selection</li> </ul>	HR EDM Chair of BAME Network	April 22	<b>WRES Ind. 3 Recruitment</b> Current score is 1.2 – FH to better or keep within 0.75 – 1.25 range of tolerance
2.	EA2010 <b>WRES</b> WDES	HR resource explaining best practice from Employment Tribunals in place Training for Managers on HR matters	HR Policies continue to reflect best practice and incorporate staff voice and a resolution-based approach in the implementation	EDM		WRES Ind 3. BAME Staff 0.9 times less likely to enter formal processes WDES Ind 3 No Disabled Staff involved in capability processes

### Objective 4: Understanding and improving the experience of our staff

Number	Drivers	Priority 20/21	Action Needed 22/23	Who	Timeline	Measure
2.	EA2010 EDS2 <b>WRES</b> WDES	Collaboration between EDM, FTSU and Staff Networks on empowering staff to speak up	Focus on improving against WRES Indicators linked to Staff Survey items for Violence & Aggression, Career Progression and experiencing discrimination	OD Manager EDM BAME Staff Network	Ongoing	Set baseline using FH best scores from 2016 -2020 and track Seek to better NHS average by more than 1% and track Translate Staff Surveys into different languages to encourage staff in housekeeping & portering to complete surveys