

## Workforce Equality Improvement Action Plan 2017

Outcome	Actions	Responsibility	Due for completion	Update/Status
<b>Work stream – PARTNERSHIP WORKING &amp; RAISING THE PROFILE of EQUALITY AND DIVERSITY</b>				
<p><b>Outcome:</b></p> <p>To reduce the percentage of staff experience harassment, bullying or abuse.</p> <p>For staff from all minority groups to feel supported and valued in the workplace.</p> <p>To raise the profile of equality diversity and associated interventions both internally and externally.</p>	Raise profile of BME staff support group and ensure that any key themes of concern are fed back to the Equality Group	Rachel O'brien	July 2017	Achieved August 2017– pen profiles of champions being published in Connect, champions being publicised in team brief. Work underway to create logo and a badge to identify staff as champions.
	Engage Equality Champions and Partnership team in the scoping exercises to understand experiences of minority groups and implementation of associated actions	Louisa Graham/ Kathryn Downey/ Partnership Team	March 2018	August 2017 progress to date - In recent meeting with champions it was discussed and agreed that they would attend induction, coffee catch up events and open days as a way to show the importance we give to equality, diversity and inclusion. Further consideration needs to be given as to how this can be promoted positively, what the key messages are and how to get staff involved in sharing their views.
	To seek an executive sponsor for Equality and Diversity workforce agenda.	Louisa Graham	September 2017	Achieved – Karen Swindley is the executive sponsor
	To scope out accreditation bodies for equality and diversity to determine which would be most suitable to aim for.	Kathryn Downey	November 2017	August 2017 update – work has begun making contact with companies to support accreditation this has included Stonewall and UKIED. We are currently assessing options and costs.
	To achieve accreditation status.	Alison Oliver	2018	Application level 3 for disability confident Learning Disability Employers

				Mental Health Progress Stonewall
	To create a calendar of events in relation to equality and diversity and to publicise staff stories, hold events in the organisation, raise awareness across the Trust.	Alison Oliver	December 2017 (2018 calendar)	August 2017 – calendar part completed, further improvements underway, to date LGBT and international women’s day have been promoted in 2018.
	To hold an Equality and Diversity conference/event which invites high profile speakers, includes sessions on unconscious bias, benefits of diversity, what leaders can do to support diversity.	Louisa Graham	March 2018	Design for event in progress, however this action will not be achieved by end of March 2018.
	To ensure diversity is represented when the Trust has stands at events and in recruitment activities to help show to prospective candidates we value diversity and are an equal opportunities employer.	Recruitment Team	September 2017	Achieved and ongoing Equality champions have attended a number of nurse engagement and open events to attract new candidates.
<b>Work stream - STAFF ENGAGEMENT</b>				
<b>Outcomes:</b>  To provide staff with the opportunity to have a voice about their experience at work.	Analyse workforce represented at Trust-wide Big Conversations	Fiona Yates	July 2017	Achieved August 2017 – report submitted to Karen Swindley and discussion held at least meeting
	Identify organisational hotspots within the staff survey 2016 data in relation to minority groups and low levels of staff satisfaction	Fiona Yates	July 2017	Achieved August 2017 – report submitted to Karen Swindley and discussion held at least meeting as to how to improve consultation with minority groups in next set of big conversations.
	Work with BAME network to host Big Conversation focus groups or similar around staff experience at work	Fiona Yates	April 2018	This action to be combined with running an E&D conference and to be further discussed at next meeting in Oct 2017.
	Engage Equality Champions and Partnership team in the development of action plans in response to the staff survey results	Fiona Yates/Partnership Team	July 2017	Achieved – Equality Champions attend Workforce and OD E&D group and were involved in setting the agenda for big conversations and potential actions to improve inclusion.
<b>Work stream - TALENT MANAGEMENT</b>				
<b>Outcomes:</b>	Engage with BAME groups to scope/gather	Mandy	July 2017	Achieved – August 2017 – report and

To improve the percentage of staff who report that the Trust provides equal opportunities for career progression or promotion.	perceptions of staff in relation to talent and/or talent management	Davis/Equality Champions		recommendations being complied.
	Assess awareness of talent management programme at different levels/in different areas of the organisation.	Mandy Davis	July 2017	Achieved – August 2017 – report and recommendations being complied.
	Identify what barriers may exist (perceptually or otherwise) to staff 1) wanting to progress their career within the organisation, 2) accessing a talent management programme	Mandy Davis/Equality Champions/Partnership Team	July 2017	Achieved – August 2017 – report and recommendations being complied.
	Maintain records of staff nominated who choose not to attend the programme and survey to understand reasons why.	Mandy Davis	July 2017	Partly achieved, further scoping underway to understand reasons why staff who are nominated then decline place on TM programme. Aug 2017
<b>Work stream - APPRAISAL (online)</b>				
<b>Outcomes:</b> To determine if staff from minority groups are discriminated against in performance appraisal scores and ensure all staff have equal access to development opportunities.	Utilise online appraisal to establish the spread of TM categories across teams, identify areas where anomalies exist i.e. too many rising stars, no rising stars etc.	Mandy Davis	March 2018	Not yet achieved – this is due to delays in rolling out online appraisal. Will be achieved by end 2018.
	Consider whether there is a way to compare category allocation against equality strand.	Mandy Davis/WIT	March 2018	Not yet achieved – this is due to delays in rolling out online appraisal. Will be achieved by end 2018.
	Identify if overall appraisal score links to protected characteristic	Louisa Graham	March 2018	Not yet achieved – this is due to delays in rolling out online appraisal. Will be achieved by end 2018.

<b>Work stream - ORGANISATIONAL DEVELOPMENT</b>				
<p><b>Outcomes:</b></p> <p>To improve recording/disclosure of protected characteristics and enhance data reporting ability to ensure data/analysis is representative of a higher proportion of staff.</p> <p>To bring about a reduction in experiences of harassment, bullying or discrimination experienced by minority groups as measured in the staff survey.</p>	To carry out a diagnostic piece of work to understand reason why staff choose to 'opt out' and not disclose their protected characteristics at recruitment or once in employment as part of their electronic service record.	Louisa Graham/Mandy Davis/OD team	March 2018	Achieved.
	Based on results from survey implement recommendations and actions which would encourage staff to disclose protected characteristic.	Louisa Graham/OD team/Partnership Team/ Equality Champions	March 2018	Not yet achieved
	To conduct a series of focus groups and exploratory interviews with staff from minority groups to truly understand their perspective of what it is like to work in LTH including barriers, experiences and perceptions.	Louisa Graham/ /OD team/ Partnership Team/ Equality Champions	March 2018	Ongoing as part of big conversations in March 2018.
	Based on thematic analysis and findings implement recommendations to address reported issues.	Louisa Graham	March 2018	Not yet achieved – will be completed in April 2018 following the big conversation.
	To design and deliver a leadership at lunchtime session on unconscious bias and diversity.	OD team	March 2018	Not yet achieved
<b>Work stream – HEALTH AND WELLBEING (HWB)</b>				
<p><b>Outcomes:</b></p> <p>To identify how to target minority groups in HWB initiatives in order to support wellbeing and improve uptake.</p> <p>To deliver targeted HWB interventions to minority groups and evaluate effectiveness.</p>		Rachel O'brien	March 2018	<p>A number of HWB initiatives have been targeted at harder to reach groups in estates and facilities, to date (Aug 2017) have carried out NHS health checks in Estates to target predominantly male workforce and provided holistic therapies to domestic staff.</p> <p>Due to be attending a network meeting with Public Health where we hope to seek advice on what health promotion and interventions we need to offer and</p>

				specifically target to minority groups to help improve their wellbeing.
<b>Work stream - WORKFORCE</b>				
Outcomes:	To ensure the workforce policies all have up to date equality impact assessments and polices are not discriminating against minority groups.	Laura Chapman	November 2017	We are meeting with Helen Williams to learn from her experience of attending recent training in this area, also Steph Iaconianni has offered to come and teach the BP team and provide support.
	To carry out an annual review all employee relation casework to determine if staff are reporting discrimination or being discriminated against through these processes.	Laura Chapman	March 2018	At Aug 2017 the analysis has started and report being drafted.
	Review new starter infopath form to identify if it could ask new starters for their personal details to help improve reporting of characteristics for those individuals who did not feel able to disclose at time of application for a post.	Laura Chapman	November 2017	Not yet achieved.
<b>Work stream - RECRUITMENT AND SELECTION</b>				
Outcomes:  Increase in number of applications from candidates with protected characteristics.  Increase the number of appointments of staff with protected characteristics.	Further develop the 'Working for us' pages to show how the Trust values not only set the way we approach our work with patients and visitors, but also how we work together as a team to give excellent care with compassion.	Katy Phillips	September 2017	Achieved – values are published on the intranet and as part of candidate information packs.
	To include blogs from the Trust Equality champions on staff related positive new stories to be shared via the 'lancashireteachingjobs' social media sites, on a regular basis.	Katy Phillips	September 2017	Not yet achieved due to progression of employment brand which will supersede this action.
	Share equality related policies (once revised) on 'Working for Us' pages to demonstrate commitment to inclusion in the workplace e.g. transgender, equalities, supporting staff with disabilities, recruitment and selection.	Katy Phillips	September 2017	Not yet achieved due to progression of employment brand which will supersede this action.
	Improve advice to applicants, developed in			

	conjunction with champions, on 'Working for us' page in terms of support they can access when applying for a post, how the selection process can be adjusted, and a statement around our commitment to fairness.			
	Promote flexible working options to improve applications from carers on the 'Working for Us pages;' and the Trust on site nurseries etc. Developing stories from staff on the support they have had to work different patterns to support their caring responsibilities.	Katy Phillips	September 2017	Not yet achieved due to progression of employment brand which will supersede this action.
	Focus on both hard and soft skills in the person specification and during the selection process with an emphasis on soft skills as much as hard; so as to attempt not to disadvantage any particular group.	Louisa Graham	September 2017	Achieved – core people management skills Review of person specs, Selection audit
<b>Outcomes:</b>  Strengthen recruitment policy to be inclusive and have defined 'fair' criteria on which to measure progress against.  Improvements in Staff Survey results in relation to question: 'organisation acts fairly with regard to career progression/promotion regardless of protected characteristics.'	To strengthen the recruitment policy to be inclusive and have defined 'fair' criteria against which to measure progress.  To carry out a regular audit against these standards, with scoring criteria, and to report quarterly on compliance.	Katy Phillips and Debbie Tickle  Debbie Tickle	July 2017  March 2018	Achieved, the policy has been rewritten and published. Equality and diversity has been strengthened as has the audit process. Information has been included about using competency based assessment processes.  Achieved first audit undertaken
<b>Outcomes:</b>  To ensure we provide equal opportunities for career progression and promotion.	Identify areas from equality monitoring of the recruitment process that require further analysis and/or positive action;  Undertake further analysis of the BME & Gender	Debbie Tickle  Debbie Tickle	September 2017  September	Achieved, equality impact undertaken on recruitment processes, report compiled and presented to Workforce Committee in March 2018.

To ensure our selection processes do not discriminate against minority groups.	applications to hire data using TRAC to consider if improvements need to be made in this area; including medic appointments data.		2017	
	Where required develop with champions links with community groups to improve under-representation e.g. by targeting them with advertisements, providing understanding of roles on offer and support available; work shadowing opportunities; support with the recruitment and selection process; pre-application training; so we become an employer of choice for that group.	Debbie Tickle	March 2018	Partnership team member is meeting with community groups, using contacts in the community to raise profile of Trust
<b>Outcomes:</b> Enhanced on-boarding processes as measured through improved levels of satisfaction reported by new recruits and managers. This will be measured through an online survey and introduction of start and stay interviews.	Develop on-boarding guide for managers to support them in valuing diversity and by having discussions about how someone's beliefs new staff can feel more supported in the workplace; thinking of the additional factors that could help someone settle in from overseas etc.	Derren Bailey	November 2017	Achieved, there is a section in the guide for managers on equality and diversity.
<b>Outcomes:</b> Reduction in the number of appeals and complaints in relation to the job matching/evaluation process.	Strengthen the Job Evaluation/Matching Process through: 1. Reviewing the QA process to ensure that consistency checking is more robust. 2. Repeating an equal pay audit.	Debbie Tickle	June 2017	Not yet achieved.
		Gordon Pearce	March 2018	Achieved
<b>Outcomes:</b> Improve the representation of	Raise awareness of 'unconscious bias' in the recruitment and selection process by:			

<p>Islam and Hindu and under 40's on promotion.</p> <p>Reduce the staff survey discrimination finding in relation to career progression and promotion – in respect of age and ethnic background.</p> <p>Improve the number of senior staff and medical staff who have attended recruitment and selection training.</p>	<p>Enhanced recruitment and selection training in the managers Core Skills programme;</p> <p>Develop recruitment and selection refresher training, which takes a blended approach to ensure recruiting managers skills and knowledge are up to date.</p> <p>Set standards of which to regularly review person specifications, job descriptions and adverts e.g. challenge against length of experience criteria, 'he/she' references removed</p>	<p>Louisa Graham and Andy Faulkner</p> <p>Katy Phillips</p> <p>Katy Phillips and Debbie Tickle</p>	<p>September 2017</p> <p>September 2017</p> <p>September</p>	<p>Achieved</p> <p>Not achieved</p> <p>Not achieved</p>
<p><b>Outcomes:</b></p> <p>Improve the satisfaction levels expressed by staff in relation to the recruitment process, career progression and promotion.</p> <p>Improve the number of applicants to the Trust with protected characteristics</p>	<p>Raise managers' awareness of the benefits of an inclusive workforce during recruitment and selection training in the Core Skills programme and creation of Recruitment Toolkit, by;</p> <p>Emphasising a focus on soft and hard skills. Including a greater emphasis on Value based questions.</p> <p>Additionally, a focus on best practice in shortlisting, and developing recruitment materials e.g. job descriptions and person specifications to avoid bias.</p> <p>Develop recruiting managers to sell the benefits of the inclusive culture at the Trust during the selection processes.</p>	<p>Katy Phillips and Louisa Graham</p>	<p>June 2017</p>	<p>Partly achieved – core people management skills programme has been developed and rolled out.</p> <p>Recruitment toolkit has not been completed.</p>



<p><b>Outcomes:</b></p> <p>Improve the satisfaction levels expressed with 'making adjustments' and with 'promotion' in the Trust by 2018.</p> <p>Improve the number of applicants to the Trust with protected characteristics</p>	<p>Promote the Thinkfuture and Working Longer campaigns in the Trust to develop awareness in managers and staff of our commitment to all ages in the recruitment process by:</p> <ol style="list-style-type: none"> <li>1. Promoting on Workforce pages of the Intranet and banners;</li> <li>2. Placing posters in departments</li> <li>3. Conducting a targeted mailshot to managers of the resources available to them</li> </ol>	<p>Katy Phillips</p>	<p>December 2017</p>	<p>Not yet achieved due to progression of employment brand which will supersede this action.</p>
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