

Sheffield Children's Hospital Workforce Race Equality Action Plan 2020 – 2021

WRES Indicator	Current Position	Action	Lead	Timescale	National and Trust Strategy Alignment	Outcome
1) 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	Black, Asian, Ethnic & Minority staff are underrepresented of BAME workforce 11.2% bands 3 -9 (no BAME at band 8c, 9, 1 at board level) and the BAME communities Sheffield 19%.	Overhaul recruitment and promotion practices addressing bias in systems/processes and promoting positive action and anti-racist processes	Deputy Director of People and OD/Head of Resourcing	March 2021 (revised to September 2021)	We are the NHS: People Plan 2020/21 – action for us all SCHFT Trust People Plan 20/22 Please take a look at the attached document Trust Caring Together Strategy 20/25	Increase BAME representation particularly at leadership level
		BAME staff trained to sit on recruitment panels (with equal voice) band 7 upwards Investigate Sheffield Accountable Care Partnership offer.	Head of Learning and Organisation Development BAME & Ally Network	April 2021 (revised to September 2021)		
		Agree and publish leadership diversity targets on SCHFT website	Exec Director of People and OD	February (revised to May 2021)		

		BAME & Ally Network input into Education and Training Plan to ensure BAME support included.	Head of Learning and Organisation Development	tbc	new strategy and values for 2020 – 25. Inclusion Strategy December 2020 Trust Education & Training Plan April 2021 NHS Long Term Plan	
2) Relative likelihood of staff being appointed from shortlisting across all posts	BAME colleagues 0.58 times less? likely to be appointed compared to White counterparts (1.73 in Unify2)	All recruitment panel members to undergo bias and equality awareness (mandatory) [<i>Board recruitment training blue print</i>]	Deputy Director of People and OD	March 22		Increase in BAME shortlisted candidates appointed.
		Recruitment process overhaul, scrutiny, checks and balances, positive action tie breaker rule introduced. Recruitment decision escalation established in recruitment process.	Deputy Director of People and OD	March 21 (revised to September 2021)		
3) Relative likelihood of staff entering the formal	BAME colleagues 1.19 times more likely to enter the formal disciplinary process	Overhaul of the disciplinary process. Disciplinary a last resort.	Head of HR	Mar 21	A Fair Experience for All	Fair process and lower disciplinary rate for all

disciplinary process, as measured by entry into a formal disciplinary investigation						
4) Relative likelihood of staff accessing non-mandatory training and CPD	BAME 1.23 times more likely to access non-mandatory training and CPD than white counterparts.	No action required.	Head of Learning and Organisation Development			WRES indicator achieved
5) KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	BAME colleagues report 15% and White colleagues report 21%.	“No bullying here” public campaign - patients, relatives/public clear on acceptable behaviour and consequences of unacceptable behaviour through posters, website and communication. Development of behaviour red card escalation system.	Director of POD/DNQ (Cross organisational task and finish group)	Launch of Campaign May 21		Raising awareness of bullying and harassment reporting mechanisms may result in a rise in this indicator before it decreases.
		Experience focus groups Guidance developed and staff/staff bystanders clear on escalation process, reporting internal and external e.g. manager, datix, hate incident/crime reporting to the police and support mechanisms for staff who experience unacceptable (racism) behaviour from patients, relatives or public.	Director of POD/DNQ (Cross organisational task and finish group)	Launch of Campaign May 21		

6) KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	BAME colleagues report 25% and White colleagues report 20%. This is an increase for both.	Internal ongoing campaign “Say Yes to Respect & Kindness” “We all CARE” addressing bullying and harassment by creating psychologically safety and supportive and inclusive culture.	Director of People and OD (Cross organisational task and finish group)	Launch of Campaign May 21		Raising awareness of bullying and harassment reporting mechanisms may result in a rise in reporting before it decreases.
		Trust values, EDI, acceptable behaviour and inclusion included in all inductions and is ongoing mandatory awareness.	Head of Learning and Organisational Development	March 21		
		CEO/Board at all staff induction messaging zero tolerance to discrimination and racism. Frequent messaging/ communication/tweeting visibility about values anti-racism and allyship from CEO/ Board.	Director of People and OD Director of People and OD	March 21		
7) KF 21. Percentage of staff believing that the trust provides equal opportunities for progression promotion.	BAME colleagues report 78% and White colleagues report 89% perception of equal opportunity.	Career progression and promotion experience focus groups with BAME staff to ascertain lived experience.	BAME Research role	Revised to September 2021		Increase in BAME perception rate and reality of equality of opportunity.
		Additional questions in staff / pulse survey to understand perception.	Head of HR	Sept 21		
		Scrutiny of career progression and promotion process. Escalation process established.	Head of HR	Sep 21		

8) Q217. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	BAME colleagues report 9% and white colleagues report 6%.	Anti-racism awareness training to be developed and rolled out across the organisation	Head of Learning and Organisation development	From May 21		Discrimination rate decreases
		Organisational Equality Impact Assessment to be reviewed and implemented across the organisation used at all levels to mitigate against bias and promote inclusion in decision making e.g. service redesign, strategy, policies, processes and events.	Director of People and OD	March 21		
		BAME Diversity calendar introduced planned activity throughout the year to celebrate difference and promote awareness of difference.	BAME & Ally Network	January 2021		
		MHFA and Freedom to speak out closer working with BAME & Ally Network (awareness of racism, the impact and how to support)	BAME & Ally Network	June 2021		
		Leadership support and development for BAME & Ally Network Board diversity sponsor	Director of People and OD	November 2020		
9) % difference between the organisations Board voting membership and its overall workforce	0% BAME 100% White	Board recruiting differently to give every opportunity of a different diverse outcome.	Director of People and OD	November 2020	Model Employer	Increased BAME representation on the Board
		Agree and publish Board diversity targets on SCHFT website [What gets measured gets done"]	Director of People and OD	Revised to May 21		

		*BAME representation and voice in decision making	Director of People and OD	March 21		
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*RAG rating explained: Green started and on track; amber to commence/started not on track with mitigations in place; red – started, not on track and mitigations not in place