

Workforce Diversity and Inclusion EDS2 Rating Event 10 April 2019 Outcomes and Recommendations

Objective 3: Empowered, engaged and well-supported staff

The NHS should increase the diversity and quality of the working lives of the paid and non-paid workforce, supporting all staff to better respond to patient and community needs and becomes as diverse as it can be within all occupations and grades.

CCS objective 2018/19

To introduce wider diversity on recruitment selection panels in particular to have a BME panel member for selection interviews where a BME applicant is one of the shortlisted applicants.

Outcome	Panel rating 2017/18	Proposed Rating 2018/19	Our actions	Evidence
3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	A	E	<ul style="list-style-type: none"> • CCS uses a range of NHS jobs, a third party provider and internal recruitment administrators to support managers to recruit staff. The internal administrators are being rolled out to cover more services during 2019/20. • Through the above we have assurance that there are processes and tools in place to monitor and record <u>all</u> aspects of recruitment activity and the Trust analyses reports on the progress of all applicants by the 9 protected characteristics. These are discussed at the Joint Consultation and Negotiation Forum and at the Workforce Diversity and Inclusion group, and an action plan is in place as part of the WRES to address any areas of bias in recruitment. • The Workforce Diversity and Inclusion Group reviews Recruitment data by PCs as part of its remit • Values based recruitment, introduced in 2015 is continually reviewed to ensure all recruitment activity is based objectively on values, and help eliminate conscious or unconscious bias. Recruitment training covers this • Unconscious bias training became part of induction for all new staff from May 2016 and the Leadership Forum received an awareness rising session in September 2016 and this is a key part of recruitment training for recruiting managers. • Starting in 2016 an e learning package on unconscious bias aimed at all staff was introduced part of the mandatory Equality and Diversity training for all staff. In additional we are working with other trusts to agree a national UB e learning package which will be easier to access. 	<p>R&R Policy NHS jobs Procedure D and I Recruitment Reports Minutes of JCNP meetings Minutes of Workforce Diversity and Inclusion group. Minutes of trust D and I steering group Slides from Induction E learning package Cultural Diversity Information for staff. National Cultural Competence E learning D and I week comms cascade messages. Trust Behaviours JD for Recruitment</p>

Outcome	Panel rating 2017/18	Proposed Rating 2018/19	Our actions	Evidence
			<ul style="list-style-type: none"> • Cultural awareness information was revised and available to all staff on the trust intranet. • The trust leadership behaviours were updated and launched in December 2017 and are used as part of the recruitment process. • The recruitment administration process was reviewed during 2017, and new roles recruited to ensure consistency of application. • At shortlisting all personal data is removed from applications to seek to remove any bias. • From December 2018 onwards the implementation of having a BME panel member on all selection panels where a BME applicant is shortlisted was introduced to challenge unconscious (and conscious) bias. At the same time managers were reminded to have a wider divers interview panels as possible. • During 2019 the trusts patient engagement team are looking at how to increase service user involvement in recruitment and selection decisions 	administrators
3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations	E	E	<ul style="list-style-type: none"> • CCS operates the Agenda for Change and Medical and Dental national pay and conditions. Pay and terms & conditions are based on job evaluation only thereby ensuring equality. • The trust published our second Gender Pay Gap report in March 2019. We are currently reviewing actions from this however these are not issues about equal pay, instead issues about the number of female staff in senior roles and male staff in less senior roles. . • Job descriptions are reviewed at appraisals allowing an opportunity for staff to highlight any role drift and request banding reviews. 	Agenda for Change link to NHS Employers website Agenda for Change Banding Process Banding Review Process Gender Pay Report Appraisal Process
3.3 Training and development opportunities are taken up and positively evaluated by all staff	E	E	<ul style="list-style-type: none"> • The Trust has introduced a consistent process for measuring the undertaking of appraisal and mandatory training. • Audits are undertaken on the quality of appraisals • The appraisal documentation is regularly revised in light of staff feedback and are currently under further review in 2019 • In summer 2017 the new Appraisal Career and Personal Development planning process was launched. This has shifted the emphasis to a discussion on development. • Staff opinion survey and bi annual workforce reviews indicate equity of access to training and that all essential to role training is provided equally to all staff. • The Trust has introduced e learning to make it more accessible to staff who may have limited working hours, reflected travel option etc. • Uptake of Mandatory training and appraisals is reported to the Clinical Operational Board and Trust Board. • The Trust Board has oversight of lower-performing areas. 	SOS feedback report WFD team data on Mandatory training Appraisal records CPD training records. Friends and Family Test Survey Uptake on Leadership development and training data Evaluation reports from Trust training SOS survey Appraisals Local training plans

Outcome	Panel rating 2017/18	Proposed Rating 2018/19	Our actions	Evidence
			<ul style="list-style-type: none"> • Mentoring of the PCs of staff accessing training takes place on booking. • Auditing of the quality of appraisals and PDPs takes place, and the new policy will be reviewed in light of this feedback in summer 2018 to measure its effectiveness in supporting staff development. • Some training eg Prevent and ESR e learning etc. so accessible to part time staff • Selection process in place to appoint staff into apprenticeships and for post registration programmes eg SCPHN, DN etc. 	Trust wide TNA
3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source	A	E	<ul style="list-style-type: none"> • The Trust has an SOS steering group to action any feedback from the survey including if applicable any concerns. There are a small number of Bullying and Aggression cases reported and action was taken.; • The Zero Tolerance policy and posters re issued to services, including a “Respect each Other” poster from the Chief Executive. Particular action take during BREXIT to support EU staff from • Bespoke team support was given to teams experiencing aggression from members of the public • Conflict resolution training was revised, including support from the patient engagement team in de-escalation skills for teams experiencing high levels of abuse from service users. • The Staff Anti bullying and Harassment policy is implemented for all cases reported. • The Staff leaflet on handling bullying is handed out at induction as part of the session on the trust culture. • Policy on aggression from patients and the public is implemented. • HR team monitors and supports actions taken on reported incidences of bullying and harassment. This includes monitoring incidences of discrimination. • Trust jointly signed up to NHS call to action on bullying with our trade union colleagues. HR and Staff side chair attend national annual partnership working events where a focus bullying and harassment is discussed and best practice shared by trusts. • Staff Side chair is a confidential advocate for staff raising concerns and this advertised in many ways. • Cultural Ambassadors, introduced in 2017 will be supporting managers and staff more widely and the option of staff diversity champions , to support the freedom to speak up champions successfully introduce in 2018/19, is under discussion who will have a role in supporting staff experiencing B and H . • Resolution policy agreed and implemented ion 2018 to encourage staff to report B and H and to seek to address informally where possible 	SOS action plan Bullying and Harassment Policy including resolution process. Staff survey results broken down by protected characteristics Posters Cultural Ambassadors Guidance.

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3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives	E	E	<ul style="list-style-type: none"> • The Trust has a range of flexible working policies available to staff. The SOS allows staff the opportunity to state if these have been available to them and feedback shows staff feel the trust is supportive with work life balance. • All requests for flexible working are considered on an individual basis and bearing in mind service and patient needs as well as those of the individual. The Grievance procedure is available to staff who feel a request for flexible working has been unreasonably declined • Staff who either cannot continue in their current role or who request adjustments to their role due to illness or disability or caring responsibilities etc. are supported to remain in our employment wherever possible. • Trust commitment to narrowing the gender pay gap by offering flexible working in senior roles. 	Flexible working policy SOS results Grievance policy RAM Data Sickness, Absence and Employee Wellbeing Policy
3.6 Staff report positive experiences of their membership of the workforce.	E	E	The Trust has: <ul style="list-style-type: none"> • Continued the work of the Live Life Well Programme to develop the Trust as a healthy and safe workplace and to promote the health and wellbeing of our workforce. This group includes representatives from operational management, staff side, occupational health risk and Workforce. • Appointed a board level Health and Wellbeing and Diversity and Inclusion Champion • Committed to Public Health Responsibility Deal Health at work pledges • Revised Health and Wellbeing Policy • Trained Mental Health Champions across the Trust • Provides Resilience and mindfulness Training • Mental Wellbeing week run in 2018 and another planned for May 2019 • Live Life Well information on the staff intranet • Appraisal and 1;1 discussions include wellbeing discussion • Comprehensive Occupational Health and Counselling Services • The mainstreaming of the Rapid Access to MSK intervention service for all staff. • The availability of training workplace assessors to support staff with MSK conditions • Feedback is taken via annual Staff opinion Survey and regular staff friends and family test surveys. Feedback is also taken via two way Communication Cascade, Staff EDS events-via staff reps on Live Life Well Committee and via Staff Consultation Forum (JCNP) • The staff opinion survey reported high levels of staff motivation, satisfaction and of recommending the trust as a place to work and receive treatment. 	Link to Web Site LLW minutes Comms cascade and Connect Articles Staff survey results broken down by protected characteristics SOS results SOS action plans (Trust wide and Directorate level)

Objective 4: Inclusive leadership at all levels

NHS organisations should ensure that equality is everyone’s business, and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions

CCS Objective 2018/19

To roll out interactive “ theatre style” Diversity and Inclusion training , and to complete the roll out of unconscious bias training for all staff and widen the role out of our cultural ambassadors to Diversity Champions.

Outcome	Panel rating 2017/18	Proposed Rating 2018/19	Our actions	Documentary evidence
4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations	E	E	<ul style="list-style-type: none"> • The Trust Board refreshed their equality and diversity training every 3 years • The senior leadership team and Board trust chair undertook awareness rising in unconscious bias in 2016 and the e learning in 2017 and ongoing every 3 years thereafter. • The Trusts leadership behaviours cover ALL staff and include competencies around behaviour which is culturally sensitive and practices equality and diversity. • Equality impact assessments are undertaken on ALL changes, policies and procedures within the trust... • Mentoring for BME staff introduced in 2016 continues with mentors from senior BME staff • 5 Senior BME staff were trained and act as cultural ambassadors in the trust in 2017.4 are still in post and more will be trained during 2019/20 • The responsible officers for D and I (Staff and Patient) are part of regional diversity networks to share best practice. • The CEO signs off the trusts Workforce Race Equality Standards monitoring and plan. • The trust is working on its first Workforce Disability Equality Standards plan • The Board are exploring ways to have representation at the board from more diverse backgrounds and has a member of the NHS NEXt scheme co-opted on to the board. • The trust is supporting staff on the national stepping up programme for the leadership development of BME staff • The Trust supports the annual Women’s day, Black history month and other D and I inclusion • The CEO regularly writes articles in the staff communications prompting diversity and supporting 	<p>Leadership Behaviours Revised CCS behaviours Comms and Zero Tolerance Posters with CEO message. Diversity Week Staff Story at the board Back to the floors actions Annual E and D report to the board Trust annual report.</p>

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			staff that may be experiencing discrimination, including personally appearing in a Zero Tolerance poster for Trust sites. <ul style="list-style-type: none"> • Board members attended the Theatre style Training in 2018 • 	
4.2 Papers that come before the Board & other major Committees identify equality-related impacts including risks, & say how these risks are to be managed.	E	E	<ul style="list-style-type: none"> • The template for Board (and Committee) papers includes a section to indicate how the equality and diversity objectives are met (where relevant) by the paper. It lists each equality and diversity objective and asks how the report supports achievements of each objective. • All board papers have this section completed and there has been a focus since 2017 to ensure full consideration was given to these aspects by those producing reports. 	Board and committee paper template EIA policy
4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination	A	E	<ul style="list-style-type: none"> • The Trust has built the NHS Equality and Diversity principles into the staff behaviours and into specific equality & diversity objectives for anyone who manages staff within the Trust. • The Trust has a robust Bullying and Harassment policy which specifically addresses robust line management and bullying and harassment. • E and D is part of the induction for all staff and for the skills development programme for new managers on Managers induction • Cultural awareness information is available to all staff • The Cultural Ambassadors introduced to ensure bias is challenged at and illuminated from formal management procedures where is seem to have had a factor, is now embedded in the trust. • Agreed Outcomes policy introduced in 2018 to support resolution to issues and minimise negative outcomes. • Positive feedback on support from managers in 2018 S0S • Freedom to speak up champions to support staff to raise issues • Theatre Style training for whole teams , encouraged some staff to raise issues which were resolved 	Appraisal Policy Leadership behaviours Cultural barometer Staff survey results Breakdown of employee relations cases Induction programme Cultural Ambassadors programme. Resolution Policy Agreed Outcomes Policy FTSU champions <i>Range</i> of leadership and management development opportunities