



Appendix 12

Workforce Diversity and Inclusion EDS2 Rating Event 25 March 2019 Review 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 2019/20

To introduce a Disability Passport Scheme to record agreed reasonable adjustments.

Update

Adjustment passports introduced in December 2019

Outcome	Panel rating 2019/20	Proposed Rating 2020/21	Our actions	Evidence
3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	E	E	<ul style="list-style-type: none"> CCS uses a range of NHS jobs, and up to 12 April 2020, uses a third party provider for some and an internal recruitment team for the rest, to support managers to recruit staff. The internal team will cover the whole Trust from 12 April 2020. 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 records and reviews 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 including BAME reps on all panels where BAME applicants shortlisted. 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. 	R&R Policy NHS jobs Procedure D and I Recruitment Reports Minutes of JCNP meetings Notes and action plan from Workforce Diversity and Inclusion group. Minutes of People Participation Committee Slides from Induction E learning package Cultural Diversity Information for staff.



Outcome	Panel rating 2019/20	Proposed Rating 2020/21	Our actions	Evidence
			<ul style="list-style-type: none"> • Unconscious bias training became part of induction for all new staff from May 2016. • Leadership Forum received an awareness rising session in September 2016. • UB 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 and was available in ESR e learning from 2019. • Additional Cultural awareness information 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. • 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 with full roll out of this in April 2020 when all recruitment is managed in house. • During 2019/20 the patient engagement team are looking at how to increase service user involvement in recruitment and selection decisions, and many examples in place e.g. at a stakeholder panel for the new Trust chair. 	<p>National Cultural Competence E learning D and I week comms cascade messages. Trust Behaviours JD for Recruitment administrators</p>
<p>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</p>	<p>E</p>	<p>E</p>	<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 will published our third Gender Pay Gap report in March 2020. We have reviewed actions from this. We have no equal pay for work of equal value issues, instead issues about the number of female staff in senior roles. • Job descriptions are reviewed at appraisals allowing an opportunity for staff to highlight any role drift and request banding reviews. 	<p>Agenda for Change link to NHS Employers website Agenda for Change Banding Process Banding Review Process Gender Pay Report Appraisal Process</p>
<p>3.3 Training and development opportunities are taken up and positively evaluated by all staff</p>	<p>E</p>	<p>E</p>	<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, most recently in 2019. • The Appraisal Career and Personal Development planning process 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 Boards and Trust Board. 	<p>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</p>



Outcome	Panel rating 2019/20	Proposed Rating 2020/21	Our actions	Evidence
			<ul style="list-style-type: none"> The Trust Board has oversight of lower-performing areas. Mentoring of the PCs of staff accessing training takes place Some training e.g. 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 e.g. SCPHN, DN etc. 	<p>SOS survey Appraisals Local training plans Trust wide TNA</p>
<p>3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source</p>	<p>E</p>	<p>E</p>	<ul style="list-style-type: none"> The staff opinion survey action planning group actions any B and H feedback from the survey. Zero Tolerance policy and posters updated and re issued regularly, including a "Respect each Other" poster from the Chief Executive. Particular action take during BREXIT to support EU staff. Bespoke team support 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 reported cases. Policy on aggression from patients and the public is implemented. HR team monitors and supports actions taken on reported incidences of bullying and harassment. 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. Freedom to speak up champions in place Whistleblowing policy Resolution policy agreed and implemented ion 2018 to encourage staff to report B and H and to seek to address informally where possible. 	<p>SOS action plan Bullying and Harassment Policy including resolution process. Handling Violence and Aggression from the Public Policy Posters Cultural Ambassadors Policy Whistleblowing policy</p>
<p>3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</p>	<p>E</p>	<p>E</p>	<ul style="list-style-type: none"> The Trust has a range of flexible working policies available to staff. The Staff Opinion Survey allows staff the opportunity to say 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. Adjustments passport introduced in late 2019 	<p>Flexible working policy SOS results Grievance policy Sickness, Absence policy Health and Wellbeing Policy Working with a disability and Adjustment passport policy/ guidance</p>



Outcome	Panel rating 2019/20	Proposed Rating 2020/21	Our actions	Evidence
<p>3.6 Staff report positive experiences of their membership of the workforce.</p>	E	E	<p>The Trust has:</p> <p>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 a wide range of representatives.</p> <ul style="list-style-type: none"> A board level Health and Wellbeing and Diversity and Inclusion Champion. Committed to Public Health Responsibility Deal Health at work pledges. A Health and Wellbeing Policy. Trained Health and Wellbeing Champions across the Trust. Provided Resilience and mindfulness Training. Held Mental Wellbeing week run in 2018 and 2019. Live Life Well information on the staff intranet. Appraisals and 1:1 discussions which 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. Taken feedback 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. Diversity Mentoring (Big9) introduced 2020. 	<p>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)</p>



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 2019/20

To utilise the diverse experience and backgrounds of our board members in promoting an inclusive culture.

Update

Executives directors have received diversity mentoring training and planned or NEDS in 2020.

Outcome	Panel rating 2019/20	Proposed Rating 2020/21	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 BAME staff introduced in 2016 continues with mentors from senior BAME staff. 5 Senior BAME staff trained and act as Cultural Ambassadors. The responsible officers for D and I (Staff and Patient) are part of regional diversity networks to share best practice. People Participation Committee chaired by a NED. 	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.



Outcome	Panel rating 2019/20	Proposed Rating 2020/21	Our actions	Documentary evidence
			<ul style="list-style-type: none"> 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 programmes for the leadership development of BAME 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 staff that may be experiencing discrimination, including personally appearing in a Zero Tolerance poster for Trust sites. 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. EIA policy in place. 	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	E	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 managers on Management training. 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 it seems 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 2019 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 Range of leadership and management development opportunities