



Workforce Diversity and Inclusion EDS2 Rating Event 25 March 2021

**Review of National and Trust EDS Objectives 3 and 4 and Trust
Rating and 2021/22 Objective Recommendations**



National Rating Categories:

E = Excelling

A = Achieving

D = Developing

U = Undeveloped



National 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 Proposed Rating 2021

Outcome	Panel Rating 2020/21	Proposed Rating 2021/22	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 NHS Jobs to recruit. • Through the above we have assurance that there are processes and tools in place to monitor and record all aspects of recruitment activity and the Trust records and reviews reports on the progress of all applicants by the 9 protected characteristics. These are reviewed and monitored by the Workforce Diversity and Inclusion group, and an action plan is in place to address any areas of concern. • Recruitment: <ul style="list-style-type: none"> ○ Actions have been put in place in the past based on data, evidence and feedback including the introduction of the mandatory appointment of a BAME interviewer on all recruitment panels where a BAME applicant has been shortlisted and the roll out of mandatory recruitment training to all panel members (not just the chair); ○ Values based recruitment, was introduced in 2015 is regularly reviewed to ensure all recruitment activity is based objectively on values to help eliminate conscious or unconscious bias. Recruitment training covers this; ○ In 2021, the HR team will take over the responsibility of delivering recruitment training 	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 packages; Cultural Diversity Information for staff; National Cultural



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			<p>(from the recruitment team) and HRBPs will publicise their role as the first point of contact for recruitment questions, and to support the recruitment team who support the administrative process of recruitment.</p> <ul style="list-style-type: none"> • Unconscious bias training: <ul style="list-style-type: none"> ○ became part of induction for all new staff from May 2016 and is mandatory for all staff thereafter via e learning; ○ Leadership Forum received an awareness rising session in September 2016; ○ UB is a key part of recruitment training for recruiting managers. • A Cultural awareness information pack is available to all staff on the Trust intranet and for local discussion in teams. • The Trust behaviours were updated and re launched in December 2017 and is used as part of the recruitment process. • At shortlisting, all personal data is removed from applications to seek to remove any bias. • During 2019/20 the patient engagement team began 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 and other roles, and this work is ongoing. 	<p>Competence E learning; D and I weekly Comms Cascade messages; Trust Values and 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>	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 publishes annually its Gender Pay Gap report and reviews actions required arising from this. We have no equal pay for work of equal value issues and our action plan seeks to address the low representation of male workers in lower band roles compared to higher band roles. • Job descriptions are reviewed annually at appraisal, allowing an opportunity for staff to highlight any role drift and request banding reviews. • Staff can raise a banding review if they feel their role has changed and warrants a higher banding. 	<p>Agenda for Change link to NHS Employers website; Agenda for Change Banding Process; Banding Review Process; Gender Pay Report; Appraisal Policy.</p>
<p>3.3 Training and development opportunities are taken up and positively evaluated by all staff</p>	E	E	<ul style="list-style-type: none"> • The Trust has introduced a consistent process for recording and monitoring that staff have an annual appraisal, including a career and personal development plan review. We also record and monitor mandatory training compliance. • Feedback is undertaken from staff on the quality of their appraisal/CPDP. • Appraisal documentation is regularly reviewed in light of staff feedback, most recently in 2019 with further revision planned for post pandemic. • The Appraisal Career and Personal Development Planning process has shifted the emphasis to a discussion on wellbeing and staff 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. 	<p>SOS feedback report; 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; Staff Opinion Survey;</p>



Outcome	Panel Rating 2020/21	Proposed Rating 2021/22	Our Actions	Evidence
			<ul style="list-style-type: none"> • Uptake of Mandatory training and appraisals is reported to the Clinical Operational Boards and Trust Board. • The Trust Board has oversight of lower-performing areas. • Mentoring of the protected characteristics of staff accessing training takes place. • Training is planned to be accessible to part time staff, and anyone with specific needs. • Selection process in place to appoint staff into apprenticeships and for post registration programmes e.g. SCPHN, DN etc. 	<p>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 in 2018 to encourage staff to report B and H and to seek to address informally where possible. • Health and Wellbeing Champions in place. • See Me First Champions planned for 2021/22. • BAME and Disability networks in place and feedback acted on. • My Employment passports in place. <p>NB: The Trust acknowledges that it has further work to do to eliminate H and B fully, however the proposed rating is based on the actions in place and the acknowledgement that this is ongoing and never a completed task.</p>	<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>



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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 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. 	Flexible Working Policy; SOS results; Grievance Policy; Sickness, Absence Policy; Health and Wellbeing Policy; Working with a Disability and Adjustment Passport Policy/ Guidance.
3.6 Staff report positive experiences of their membership of the workforce	E	E	<p>The Trust has:</p> <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 a wide range of representatives. 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. Mental Wellbeing Weeks 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. 	Link to web Sites; 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).



CCS Local EDS Objective 3 - 2020/21

To relaunch the Trust Staff Diversity Network and, where staff indicate a desire, to establish protected characteristics specific networks. The Networks to be a forum for staff to share experiences, review the Trust Diversity and Inclusion Policy and practices and to give feedback and suggestions on how the Trust can support its diverse workforce and seek to eliminate any bias.

Key Actions taken to achieve the CCS Objective

BAME and Disability and Long Terms Conditions networks established and feedback acted on including, input into the Covid risk assessment, reminders on BAME panel members role on recruitment panels, support to colleagues about the Covid vaccination and Board level allyship.

Proposal that this Objective was met.



National 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 Proposed Rating 2021/22

Outcome	Panel Rating 2020/21	Proposed Rating 2021/22	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 refreshes their equality and diversity training every 3 years. The senior leadership team and Trust Board Chair undertook awareness rising in unconscious bias in 2016 and the e learning in 2017 and ongoing every 3 years thereafter. The Trust’s 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. 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 initiatives. The CEO regularly writes articles in staff communications prompting diversity and supporting staff that may be experiencing discrimination, including personally appearing in a Zero Tolerance poster for Trust sites. 	Leadership Behaviours; Revised CCS behaviours; Comms and Zero Tolerance Posters with CEO message; Diversity Week; Staff Story at the board; Back to the floor visit actions; Annual E and D report to the Board; Trust annual report.



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			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 Staff Opinion Survey. 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 Ambassador programme; Resolution Policy; Agreed Outcomes Policy; FTSU Champions; A range of leadership and management development opportunities.



CCS Local Objective 4 - 2020/21

To introduce reverse mentoring into all in house management and leadership development programmes to promote diverse leadership through lived experiences.

Key Actions taken to achieve the CCS Objective

Big 9 mentoring on-going and BAME mentoring in place for board members and mentoring for leadership programmes to start once programmes recommence (on hold during the pandemic)

Proposal that this Objective was partially met.

Proposed 2021/22 Workforce EDS Objectives

To support the development of a Trust wide Anti-Racism Strategy and OD plan.

To finalise the roll out of reverse mentoring as part of all in house development programmes