**WRES: MODEL EMPLOYER**

**ACTION PLAN FOR IMPROVING RACE DISPARITY RATIO**

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| --- | --- | --- | --- | --- | --- |
| **Trust Name:** | **RY2 Bridgewater Community Healthcare NHS FT** | **Trust DoP&OD:** | **Paula Woods** | **Trust EDI lead:** | **Ruth Besford** |
| **ICS Name:** | **n/a** | **ICS HR Lead:** | **n/a** | **ICS EDI lead:** | **n/a** |

Note: All data is taken from analysis as at **31 March 2021 or for the period 1 April 2020 to 31 March 2021**

Note: All actions below are extracted from the Six Priority Areas for Equality Action Plan, see embedded document here:



***Note for Trust: Is there any criteria or evidence we need to submit on the action plan?*** *No, there is not a strict set of criteria or evidence; however, using the template action plan, the NW EDI team would like to see that you have looked at your ratios and considered factors/issues that may be contributing to this and your intentions of how you will reduce the disparity. This could look like many things e.g. talent management conversations, assessing recruitment pathways including use of EDI representative on interview panels and engaging with the BAME staff network to find out what the blockers may be.*

*Actions must include timetables, deliverables and success metrics.*

Throughout the action plan we use a number of definitions/acronyms, these are explained as follows:

* AfC – Agenda for Change
* DoP&OD – Director of People & Organisational Development
* EDI – Equality, Diversity and Inclusion
* ESR – Electronic Staff Record
* FTSU – Freedom To Speak Up
* HCSW – Health Care Support Worker
* HR – Human Resources
* HWB – Health and Wellbeing
* ICS – Integrated Care System
* LA = Leadership Academy
* NHSE/I – NHS England/Improvement
* RDR – Race Disparity Ratio
* RIN – Race Inclusion Network
* WRES – Workforce Race Equality Standard

| **Driver of Race Disparity Ratio: 1** | **Actions to improve RDR** | **Due by** | **Risks** | **Mitigations** |
| --- | --- | --- | --- | --- |
| **Under-representation of Black, Asian, and minority ethnic staff in AfC bands 6 and 7 as a percentage of overall staffing in those pay bands**. (Potential sticking point for career progression to higher bands as recruitment ‘pool’ not representative of workforce overall).  Based on overall Black, Asian and minority ethnic workforce of 5.38% (March 2021):    *Excluding Medical and Dental staff the overall workforce race representation total drops to 4.09%, representative of the higher percentage of Black, Asian and minority ethnic staff in this staff group, reflective of the NHS nationally.*  Workforce data will be analysed at least annually, and targets adjusted accordingly on an upward trajectory. | Culture:   * NHS LA Reciprocal Mentoring Programme linking executive and senior management with Black, Asian and minority ethnic staff from across the workforce in a change programme for equality and inclusion. * Building accountability for equality and inclusion in every manager’s role. * FTSU Champion representation * Race at Work Charter   Modernising Recruitment:   * Review of current best practice inc. NHSE/I inclusive recruitment pilot. * Review of HCSW apprenticeships project. * Development of Fair Recruitment pathway. * Developing an international recruitment programme for Bridgewater.   Identifying and Developing Talent:   * Talent Management conversations promoted to all Black, Asian, and minority ethnic staff. * Promotion of internal stretch opportunities and external opportunities such as Stepping Up programme to all Black, Asian and minority ethnic staff. * Engagement with Race Inclusion Network to understand barriers to career progression | TBC – NHS LA  31.3.22  31.8.21  30.9.21  30.9.21  30.9.21  31.12.21  31.3.22  31.7.21 & ongoing  Ongoing  Ongoing | Failure to effectively engage.  Failure to develop and sustain a culture of inclusion.  Failure to secure a Tier 2 sponsorship licence.  Fluctuation in workforce profile due to staff changes as a result of ICS development. | Executive sponsorship of staff networks.  Board support for Reciprocal Mentoring programme and strong project board support from across teams.  Governance structure for People Plan actions inc. People Committee and delivery pod for workforce action plans. |
| **Model Employer Target** | **Mid-Point Date** | **End Date** | | |
| **As at June 2021 this is a target of 6% Black, Asian and minority ethnic staff in AfC bands 6 and 7 by March 2025.** | 31 March 2023 | 31 March 2025 | | |

| **Driver of Race Disparity Ratio: 2** | **Actions taken to improve RDR** | **Due by** | | **Risks** | **Mitigations** |
| --- | --- | --- | --- | --- | --- |
| **Under-representation of Black, Asian, and minority ethnic staff in AfC band 8a as a percentage of overall staffing in those pay bands.**  Based on overall Black, Asian and minority ethnic workforce of 5.38% (March 2021):    Workforce data will be analysed at least annually and targets adjusted accordingly on an upward trajectory. | Identifying and Developing Talent:   * Succession Planning Strategy development and implementation. * Promotion of internal stretch opportunities and external opportunities such as Stepping Up programme to all Black, Asian and minority ethnic staff. * Engagement with Race Inclusion Network to understand barriers to career progression. | 31.7.21 & ongoing  Ongoing  Ongoing | | Failure to effectively engage.  Failure to develop and sustain a culture of inclusion. | Governance structure for People Plan actions inc. People Committee and delivery pod for workforce action plans. |
| **Model Employer Target** | **Mid-Point Date** | | **End Date** | | |
| **As at June 2021 this is a target of 6% Black, Asian and minority ethnic staff in AfC band 8a by March 2025.**  *Note: We are aware that in bands 8d and 9 there is also under-representation, however the very small numbers of overall staff in these pay bands make target setting problematic, this does not mean we won’t be looking at these bands too.* | 31 March 2023 | | 31 March 2025 | | |

| **Driver of Race Disparity Ratio: 3** | **Actions taken to improve RDR** | **Due by** | **Risks** | **Mitigations** |
| --- | --- | --- | --- | --- |
| **International recruitment.**  As at 31 March 2021 Bridgewater does not hold a Tier 2 sponsor licence and as such has limits in relation to overseas recruitment, programmes that other Trusts will benefit from in terms of Black, Asian and minority ethnic pool to recruit from.  Analysis of recruitment in 2020/21 shows that there is a likelihood of 2.21 of White applicants being shortlisted compared to Black, Asian and minority ethnic applicants. | * Review of % vacancies per month for tier 2 filtering   Modernising Recruitment:   * Developing an international recruitment programme for Bridgewater. | 30.09.21  31.3.22 | Failure to secure Tier 2 sponsorship licence. | National mandate regarding fair international recruitment and national lessons learned during Covid. |
| **Model Employer Target** | **Mid-Point Date** | **End Date** | | |
| **Implementation of international recruitment programme.** | 31 March 2022 | 31 March 2023 | | |

| **Driver of Race Disparity Ratio: 4** | **Actions taken to improve RDR** | **Due by** | **Risks** | **Mitigations** |
| --- | --- | --- | --- | --- |
| **Under-representation of Black, Asian, Minority Ethnic Staff in some staff groups, notably Administrative Services, Additional Clinical Services, and Nursing and Midwifery** – as at WRES 2021 (31 March 2021):    *Note: We are aware that in some staff groups, notably Estates, Students and Healthcare Scientists there is no Black, Asian and minority ethnic representation at all, however the very small numbers of staff involved make formal target setting problematic. Students however will be considered under wider modernising recruitment and identifying and developing talent planning.* | Culture:   * Building accountability for equality and inclusion in every manager’s role.   Modernising Recruitment:   * Review of current best practice inc. NHSE/I inclusive recruitment pilot. * Review of HCSW apprenticeships project. * Development of Fair Recruitment pathway.   Identifying and Developing Talent:   * Talent Management conversations promoted to all Black, Asian, and minority ethnic staff. * Engagement with Race Inclusion Network to understand barriers to career progression. | 31.3.22  30.9.21  30.9.21  31.12.21  31.7.21 & ongoing  Ongoing | Failure to effectively engage.  Failure to develop and sustain a culture of inclusion.  Fluctuation in workforce profile due to staff changes as a result of ICS development. | Executive sponsorship of staff networks.  Board support for Reciprocal Mentoring programme and strong project board support from across teams.  Governance structure for People Plan actions inc. People Committee and delivery pod for workforce action plans. |
| **Model Employer Target** | **Mid-Point Date** | **End Date** | | |
| **As at June 2021 this is a target of 6% Black, Asian and minority ethnic staff in Additional Clinical Services, Admin and Clerical and particularly Nursing and Midwifery staff groups.** | 31 March 2023 | 31 March 2025 | | |

| **Driver of Race Disparity Ratio: 5** | **Actions taken to improve RDR** | **Due by** | **Risks** | **Mitigations** |
| --- | --- | --- | --- | --- |
| **Internal Recruitment.**  Analysis of internal recruitment (promotion) for 2021/22 demonstrates an under-representation of Black, Asian and minority ethnic staff, at 2.63% compared to an overall workforce representation figure of 5.38%.    In addition, the length of service of the applicants would potentially demonstrate a blockage in internal progression that is not seen in White staff with less service. | Culture:   * NHS LA Reciprocal Mentoring Programme linking executive and senior management with Black, Asian and minority ethnic staff from across the workforce in a change programme for equality and inclusion. * Building accountability for equality and inclusion in every manager’s role.   Modernising Recruitment:   * Review of current best practice inc. NHSE/I inclusive recruitment pilot. * Review of HCSW apprenticeships project. * Development of Fair Recruitment pathway.   Identifying and Developing Talent:   * Talent Management conversations promoted to all Black, Asian, and minority ethnic staff. * Promotion of internal stretch opportunities and external opportunities such as Stepping Up programme to all Black, Asian and minority ethnic staff. * Engagement with Race Inclusion Network to understand barriers to career progression. | TBC – NHS LA  31.3.22  30.9.21  30.9.21  31.12.21  31.7.21 & ongoing  Ongoing  Ongoing | Failure to effectively engage.  Failure to develop and sustain a culture of inclusion.  Fluctuation in workforce profile due to staff changes as a result of ICS development | Executive sponsorship of staff networks.  Board support for Reciprocal Mentoring programme and strong project board support from across teams.  Governance structure for People Plan actions inc. People Committee and delivery pod for workforce action plans. |
| **Model Employer Target** | **Mid-Point Date** | **End Date** | | |
| **As at June 2021 this is a target of 6% of Black, Asian and minority ethnic staff in annual internal promotion.** | 31 March 2023 | 31 March 2025 | | |

**Trust Analysis – Disparity Ration**

*Note: The disparity ratio is the comparison between the progression ratios for white and BME staff. Progression ratios are the probability of white staff versus BME staff being promoted through the lower (band 5 and below), middle (band 6 & &7) and higher bands (8a and above).*

**Position as at 31 March 2020 (WRES 2020 Submission)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Trust Name** | **Lower to Middle** | **Middle to Upper** | **Lower to Upper** |
| BRIDGEWATER COMMUNITY HEALTHCARE NHS FOUNDATION TRUST | 1.13 | 2.08 | 2.35 |

The 2020 data above shows that white staff at grades 6 & 7 (middle) are 2.08 times more likely to progress to 8a and above through the organisation compared to BME staff; and white staff are 2.35 times more likely to progress through the organisation compared to BME staff.

**Position as at 31 March 2021 (WRES 2021 Submission)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Trust Name** | **Lower to Middle** | **Middle to Upper** | **Lower to Upper** |
| BRIDGEWATER COMMUNITY HEALTHCARE NHS FOUNDATION TRUST | 1.32 | 1.35 | 1.78 |

The 2021 data shows that white staff at grades 6 & 7 (middle) are 1.35 times more likely to progress to band 8a and above compared to BAME staff; and white staff are 1.78 times more likely to progress from lower to upper bands compared to BAME staff.