



Model Employer

Increasing black and minority ethnic representation at bands 7 to VSM



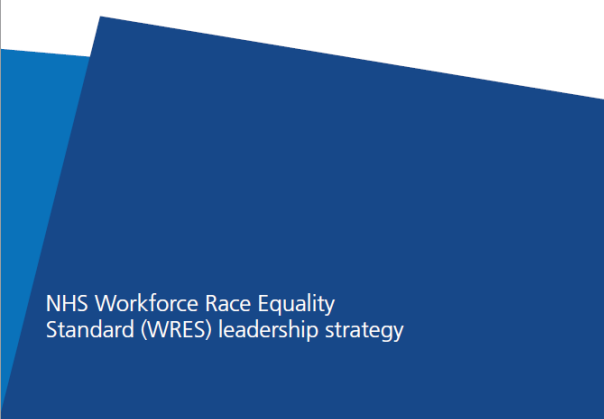
Improvement



England

A Model Employer:

Increasing black and minority ethnic representation at senior levels across the NHS

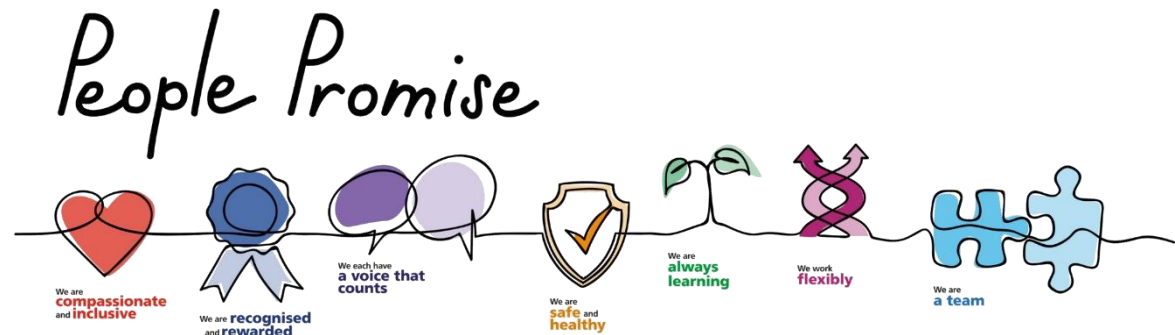


NHS Workforce Race Equality Standard (WRES) leadership strategy

The Workforce Race Equality Standard Model Employer paper, published in January 2019, sets out an ambition to increase black and minority ethnic representation at all levels of workforce by 2028.

This ambition has been expedited by the NHS People Plan 2020 to increase senior leader representation by 2025 to equate to either the organisational or community percentage, whichever is highest.

As a trust the overall representation was 20% as at the 31st March 2020 compared to 14% in the community. Therefore, year on year targets to increase minority ethnic representation in these bands have been set and reaching this new aspirational target will require significant acceleration of planned activity.



Model Employer Targets

Annual Targets & Target Headcount (Band 7 to VSM)

| Year | Annual Targets | Target Total Minority Ethnic Staff Headcount (Based on forecasted Trust Headcount) | Additional Headcount Required in-year to Meet Target |
|------|----------------|--|--|
| 2021 | 6.6% | 71 | 16 |
| 2022 | 10.0% | 113 | 42 |
| 2023 | 13.3% | 160 | 47 |
| 2024 | 16.7% | 213 | 53 |
| 2025 | 20.0% | 272 | 59 |

Table 1 displays our annual black and minority ethnic representation targets as a percentage of the bands 7 to VSM workforce to reach 20% by 2025.

The additional headcount required to meet the target is also displayed.

Current Year

Table 1

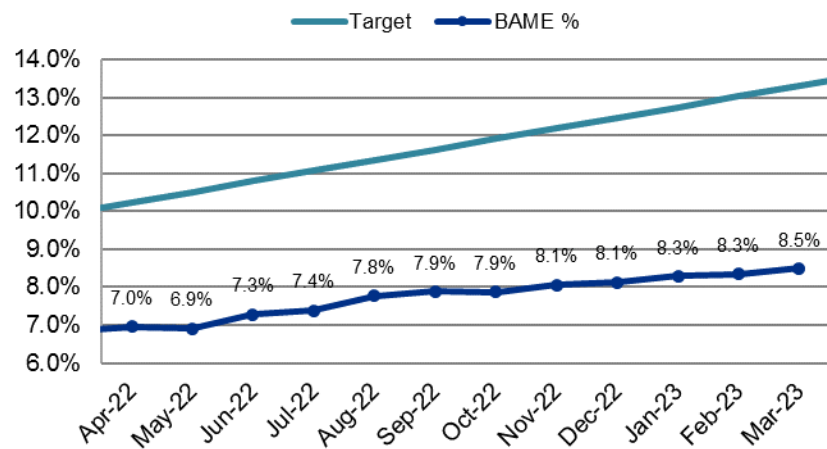


Chart 1 shows our current progress towards meeting the yearly target.

The percentage of black and minority ethnic workforce in bands 7 to VSM for March 2023 is 8.5%, which is 4.8% lower than the target of 13.3%.

Chart 1

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Increasing black and minority ethnic representation at Bands 7 to VSM

Actions to increase representation are laid out in the Equality, Diversity and Inclusion Strategy 2022-2025 action plan.

Actions include:

- Complete a diagnostic to comprehensively measure workplace inclusion and to identify opportunities to improve people management practices and line management capability
- Embed career conversations as part of the annual performance appraisal process
- Build upon the positive action Beyond Boundaries leadership programme to support underrepresented staff groups through further positive action programmes
- Expand on the Reverse Mentoring pilot with staff from minority ethnic groups and extend across all protected characteristics, with the aim of developing empathy and understanding of staff experience
- Implement a Learning Management System to ensure we have greater access and transparency of data on succession planning, appraisal and development requirements
- Continue to work with HIOW ICS to provide systemwide solutions to under representation in leadership positions, and working on implementation of the NHS Leadership Academy Stepping Up programme across the ICS, and the provision of staff mentoring and sponsorship for staff from minority ethnic groups

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Actions to increase representation are laid out in the Equality, Diversity and Inclusion Strategy 2022-2025 action plan.

Actions continued:

- Improve mechanisms to capture data to provide targeted interventions
- Strengthen EDI training offer for managers and staff to increase awareness and provide knowledge and strategies to help build a positive inclusive work environment
- Add EDI objectives to Exec performance metrics and leadership performance appraisals
- Strengthen recruitment practices to require greater diverse recruitment panel membership and selection training
- Invest in a system with suitable data reporting capabilities to monitor candidate profiles at all stages of recruitment
- Review the recruitment policy to ensure consistency and governance of unfair practices
- Work with teams such as Organisational Development and Inspiring Hope to develop and implement positive action opportunities to increase representation across senior leadership
- Support, enhance and strengthen staff networks to increase their maturity level to develop their reach and effectiveness
- Put in place mechanisms so that staff networks are consulted with when processes and initiatives are being developed or reviewed