**Combined Workforce Race and Workforce Disability Equality Standards Action Plan**

**The action plan is based on the requirements of NHS Equality, Diversity and Inclusion (EDI) Improvement plan as well as any other specific actions identified as part of the WDES and WRES analysis.**

**Key**

**HI =** high impact actions contained in the NHS EDI Improvement plan

**SR =** specific recommendation contained in the Improvement Plan in relation to the protected characteristics of race and disability

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| **Action** | **Responsibility** | **Timescale** | **Outcome** |
| **Board Representation and responsibilities**  **High impact action (HI) 1:**  Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.   |  |  |  |  | | --- | --- | --- | --- | | **Action** | **Responsibility** | **Timescale** | **Outcome** | | | | |
| 1. Every board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process. **HI 1** | Chief People Officer | By March 2024 | 1.1 New appraisal framework with EDI objectives set for all employees is in operation.  1.2 Measured by Board Assurance framework. |
| 1. Board members should demonstrate how organisational data and lived experience have been used to improve culture. **HI 1** | Chief People Officer | March 2025 | 2.1 Measured by Board Assurance framework. |
| 1. ICB Board to review relevant data including the new EDI dashboard to establish areas of concern and prioritise actions.   **HI 1** | Chief People Officer | March 2024 | 3.1 Areas of concern identified and acted upon. Progress will be tracked and monitored via the Board Assurance  Framework |
| **Staff progression & Recruitment High impact action (HI) 2**  Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity. | | | |
| 1. Create and implement a talent Management plan to improve the diversity of executive and senior leadership. (Links to the ESR declaration campaign below). **HI 2.** | Chief People Officer | Evidence on progress on representation by March 2024 | 4.1 Improvement in representation of senior leadership (Band 8C upwards). Links to WRES/WDES/National Survey |
| 1. Launch a campaign to encourage more people to complete the equality monitoring on ESR and declare their disability and race. (**HI 2** and **SR**) – links to increased representation. | Equality, Diversity & Inclusion Business Partner | Advertised once per quarter. December2023 -2024. | 5.1 Demonstrate year-on-year improvement in disability and race declaration rates so that ESR data is accurate about people with a disability, as measured by the WDES.  5.2 Year on year Improvement in race and disability representation with the workforce leading to parity |
| 1. Promote the visibility of leaders with a disability through effective campaigns alongside providing leadership and career development opportunities tailored to disabled staff. **(SR)** | Chief People Officer | Ongoing | 6.1 Increase the number of campaigns by leaders with a disability.  6.2 Progress measured by tracking the number of disabled staff in leadership roles. |
| 1. Encourage staff to sign up to development opportunities: Access to career progression, training and development opportunities which must be accessible: **(HI2)**  * Reverse Mentoring * Cultural Competency enablers * Active Bystander programme * Developing Diverse Leadership programme * Developing Me Developing You * Regional Leadership, Talent and EDI Academy Programmes * Quality Improvement Development Sessions * Health Inequalities Champions Development | Senior Organisational Development & Workforce Manager  LLR Academy and Regional Academy | On-going | Success measured through Staff Survey. |
| 1. Implement recommendations from the inclusive recruitment and promotion practices programme and ensure each stage of the recruitment pathway is accessible, does not discriminate and encourages disabled people to apply for roles in the ICB. **(SR)** | Head of Human Resources & Organisational Development /Senior Organisational Development and Workforce Manager | 31st March 2024 | 8.1 Sign up to Disability Confident Scheme ensuring we become attractive to disabled applicants.  Increase the number of disabled applicants by Q3 2024.  8.2 Review of recruitment process which will also look at diverse interview panels (see 10.2 below) |
| 1. The ICB will ensure that reasonable adjustments are effectively and efficiently implemented **(SR)** | Head of Human Resources & Organisational Development | September 2024 | 9.1 Year-on-year improvement in NHS Staff Survey metrics relating to reasonable adjustments at work |
| 1. **1** Improve the relative likelihood of BME and disabled staff being appointed from shortlisting across all posts **HI 2**   **10.2** Explore what a diverse interview panel might mean for the ICB  links to 8.2. | Head of Human Resources & Organisational Development | 10.1 Annually from September 2023  10.2 December 2024 | 10.1 Monitored through WRES/WDES  10.2 Part of reviewing the recruitment process. |
| **Develop and Implement an Improvement Plan to eliminate Pay Gaps High impact action (HI) 3:**  Develop and implement an improvement plan to eliminate pay gaps. | | | |
| 1. Analyse data to understand pay gaps by protected characteristic and put in place an improvement plan. **HI3** | Equality, Diversity & Inclusion Business Partner/ Head of Human Resources & Organisational Development | Plan in place by 2024 for the Race as per NHS EDI improvement plan.  Plan in place by 2025 for Disability as per NHS EDI improvement plan. | * 1. Year-on-year reductions in the gender, race and disability pay gaps.   2. Improvement plans in place. |
| 1. Implement an effective flexible working policy including advertising flexible working options and a tool for staff to be able to request it. **HI3** | Head of Human Resources & Organisational Development | March 2024  Complete | 12.1 Policy in place  12.2 Tool to request flexi leave is in place and advertised. |
| **Bullying, harassment & discrimination High impact action 6 (HI6):**  Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur | | | |
| 1. Mechanisms in place to ensure staff who raise concerns and are protected by their organisation:  * Implementation of ‘Your voice’ – feel safe to speak up **(links to HI2)** * Roll out of Active Bystander * Psychological support/safe environment * LLR ICB People Forum in place * Speaking up against Bullying, Harassment and Discrimination – Listening into Action Events | LLR Academy/Senior Organisational Development and Workforce Manager | On-going | Year-on-year reduction in incidents of bullying, harassment and discrimination from line managers or teams (as per staff survey).​ **HI 6** |
| 1. Create an environment where staff feel able to speak up and raise concerns | Chief People Officer | March 2024 | 14.1 Measured through the NHS staff survey/WRES/WDES/EDS |
| 1. Anti-racism training for Human Resources/Organisational Development Teams and Nursing Midwives and AHPs | Head of Human Resources & Organisational Development | September 2024 | 15.1 Measured through WRES/WDES/Staff Survey |

**Table checked for accessibility. The cursor follows in the correct order and not affected by merged cells.**