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**NHS Equality Delivery System**

**Goal 3 ‘Empowered, Engaged and well-supported staff’**

**Self-Assessment 2022/23**

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| **Goal Three**  **Outcomes** | | **Activity/ Action / Project** | **Actual or anticipated outcome/ improvement** |
| 1.  1. | Fair NHS recruitment and selection processes lead to a more representative workforce at all levels  Fair NHS recruitment and selection processes lead to a more representative workforce at all levels  Refer to Outcome 3 for details of positive action opportunities to positively and proactively address under-representation | Recruitment and selection data is collected via the national system, NHS Jobs, and is analysed at the application, interview and appointment stages of the process on an annual basis. Data is disaggregated by protected characteristic and key findings and key actions identified and published. Current work includes improving data quality by way of ‘ESR Self-service’ through which staff are requested and encouraged to electronically update their own personal details. On-boarding System for new staff electronically requests equality information and provides sound data quality, in turn contributing towards overall improvement in data quality across the Trust year-on-year. Work on the NHS Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and NHS Rainbow Badge Assessment significantly contribute towards data quality, data analysis and data-related action with regards to fairness. | Assurance there is no discriminatory practice in LTHT recruitment and selection  Actions developed in response to issues identified |
| LTHT has developed an organisation wide objective to be free from discrimination known as the ‘Free From Discrimination People Priority’. To meaningfully and substantially meet, LTHT has set out a three-pronged approach that positively and proactively impacts the recruitment and selection processes:   1. Debias our processes 2. Engender an inclusive culture 3. Develop positive action   Key activity includes:  **Inclusion Ambassadors**  Trained staff that sit on recruitment panels for Bands 8a+ as an equal member to provide support in ensuring inclusivity and free from bias. Stage 2 whereby IAs are involved in the recruitment and selection process at the outset at advert stage is underway alongside supporting Clinical Service Units (CSUs) to move beyond Bands 8a+ by increasing the IA pool and growing their own.  **Recruitment and Selection Procedure**  New procedure developed to guide and provide resources to Recruiting Managers, including the Inclusive Recruitment Toolkit produced by West Yorkshire Health and Care Partnership.  **NHS Jobs Training**  Training provided to Recruiting Managers to guide them step-by-step through NHS Jobs, including steps incorporated to ensure fairness and the removal of bias in the recruitment and selection process. | Appropriately supported and trained Recruiting Managers |
| LTHT has been awarded Level 2 of the Disability Confident Scheme (formerly ‘Two Ticks’) and are working towards Level 3 to become a Disability Confident Leader. The establishment of the Disabled Staff Network and initiatives including Project SEARCH, which is an international transition-to-work programme committed to transforming the lives of young autistic people and those with learning disabilities, will significantly contribute towards this achievement. | Assurance inclusive and accessible recruitment and selection process  Guaranteed interview for disabled candidates that meet the essential requirements of the advertised role |
| LTHT has signed up to be a ‘Mindful Employer’, which includes showing a positive and enabling attitude to job applicants with mental health issues. LTHT provides a comprehensive range of mental health support including continued development and access to Mental Health First Aiders, Staff Counselling Service and the Employee Assistance Programme (EAP), which is free and includes the provision of trained counsellors 24/7. | Fair recruitment and retention of staff with mental health issues |
| LTHT Gender Diversity Guidance and Reasonable Adjustments Guidance that recognises the crucial and specific requirements of Recruiting Managers in ensuring that they are inclusive and free from bias with regards to trans and disabled applicants. Both guidance reflects and responds to current society, including recognising that people can experience and express their identity in different ways. | Fair recruitment and selection of LGBT+ and disabled staff |

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| 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 | All LTHT staff except Directors, Doctors, Dentists and a very small number of Senior Managers, are paid according to a national set of pay and conditions for the NHS called ‘Agenda for Change’. Within this system, each role is assessed against key criteria (e.g. patient care, communication and finance) and then by a panel of managers trained in this area of expertise and staff side representatives. Management training raising awareness of unconscious bias. All Doctors and Dentists are paid as per national pay schemes. | Equal pay, terms and conditions is assured across different role designs |
| A review of pay by bands/grades and gender is carried out on an annual basis in line with the mandatory duty for public sector organisations to report annually on their gender pay gap (GPG). The information is published in March as part of our commitment to equality on pay. | Equal pay, terms and conditions is assured in relation to gender |
| The Trust Consultation and Negotiating Committee is a joint management and staff-side forum (including medical staff representation) with responsibility for managing formal consultation and negotiating on appropriate Trust-wide issues, including pay and conditions. |

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| 3.  3.  3. | Training and development opportunities are taken up and positively evaluated by all staff  Training and development opportunities are taken up and positively evaluated by all staff  Training and development opportunities are taken up and positively evaluated by all staff | Mandatory Training and Appraisal completion rates are closely monitored to ensure 100% compliance and where discrepancies data across protected characteristics is available through the Workforce Intelligence Team. All AfC Appraisals provide an opportunity for staff to agree a Personal Development Plan (PDP). Mandatory Training is checked at an appraisal conversation to make sure it is up-to-date. | Assurance there is no discriminatory practice in accessing training and development opportunities at LTHT |
| Satisfaction with appraisals and training and development opportunities is measured as part of the NHS Staff Survey and a specific report requested and funded by LTHT to measure satisfaction rates across all protected characteristics to provide assurance of equity of experience. |
| Positive action programmes developed as part of the three-pronged approach to LTHT achieving its Free From Discrimination People Priority. This specifically acknowledges the year-on-year negative differential experience of Black, Minority and Ethnic (BME) staff accessing career progression opportunities and year-on-year significant under-representation of BME senior staff. Positive action programmes include:  **Moving Forward**  Annual 6-month personal development programme for BME staff in supervisory roles who wish to progress further.  **Nurture You**  12-month developmental programme for internationally educated Band 5/6 registered nurses who are employed at LTHT and received their nursing qualification outside of the UK.  **Ready Now**  Pilot programme to accelerate the career of senior BME staff ready to take the next step into a more senior role.  **Reciprocal Mentoring**  Annual mentoring scheme to a) expand cultural competence and reduce unconscious bias of at least 12 staff at Board and senior management level each cohort and b) expand leadership skills of at least 12 BME staff each cohort. | Assurance training and development opportunities proactively and positively close the gap in experience between different protected groups and ultimately result in retention and improved workforce representation that is reflective of the local communities |
| **Moving Up**  A 2-day programme to support staff who wish to develop and progress their career and which ring fences a number of places for protected groups. |
| All leadership programmes are developed and commissioned with due regard to protected groups, complementing positive action programmes.  Talent for Care Team at LTHT have over 900 apprentices across 40 different apprenticeship programmes ranging from Level 2 (entry level apprenticeships) through to Level 7 (Msc level). Albeit recently the scope of Talent for Care has extended to staff at all levels, particularly with the introduction of higher and degree apprenticeships, there remains emphasis on opportunities for the support workforce.  This work includes due regard to protected characteristics, including equality monitoring and work with specific inner city schools and colleges, local government agencies and charities. | Assurance staff across all protected groups are provided equal access to leadership programmes  Access to training and development opportunities for the support workforce where disproportionate over-representation of protected groups |
| The Appraisal Policy states that all staff should be appraised annually and that mandatory training should be completed and personal development plans agreed as part of this process. | Staff are clear and compliant with their roles and responsibilities in relation to appraisal season |
| Provision of a range of interactive high impact Equality, Diversity and Inclusion Training that raises awareness of areas least known to staff that present a risk, including Unconscious Bias, Trans Awareness and Disability and Reasonable Adjustments. All EDI Training is regularly reviewed to ensure it is aligned to Trusts values and feedback from participants. Latest developments in securing access to a range of e-learning packages will expand scope of training. | Staff are aware of equality implications in the delivery of day-to-day work and management of staff |

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| 4.  4.  4.  4. | When at work, staff are free from abuse, harassment, bullying and violence from any source  When at work, staff are free from abuse, harassment, bullying and violence from any source  When at work, staff are free from abuse, harassment, bullying and violence from any source  When at work, staff are free from abuse, harassment, bullying and violence from any source | | Availability of approximately 100 Dignity at Work Advisors to provide confidential, independent advice and support to staff across LTHT in relation to workplace concerns. Through collaborative working with the Freedom to Speak Up Guardian and different staff networks the support offered has been strengthened, streamlined and become more accessible and inclusive, year-on-year improving in being reflective of the workforce. | Staff experiencing incidents of abuse, harassment, bullying and violence are provided a confidential and safe mechanism through which to raise concerns and to receive support, guidance and empowerment for them to be addressed as far as reasonably possible |
| Inclusive Conversations (ICs) developed as part of the three-pronged approach to LTHT achieving its Free From Discrimination People Priority, specifically to engender an inclusive culture. All CSUs are required to set in motion every single member of staff being part of a meaningful, psychologically safe and substantive conversation on inclusion within their own teams. Dedicated support from the Equality, Diversity and Inclusion (EDI) Team and Human Resources Business Partners is provided to enable and empower CSUs with initial ICs at the most senior level within each CSU being facilitated to help determine the best approach. The foundations to the ICs are recognition and understanding that they are for the benefit of every single member of staff with no exception and we all as human beings have the very real potential of treating others less favourably unintentionally. | All staff are provided a meaningful opportunity to share concerns on inclusivity in a psychologically safe environment |
| BME Allyship Programme ‘IAPPLAUD’ bespoke to LTHT, developed and delivered by the BME Staff Network and EDI Team, with the purpose of empowering and supporting bystanders to racism to strengthen the addressing of any form of abuse, harassment, bullying and violence, shifting it from being the responsibility of the victim and reducing the risk of it not being addressed. Plans are underway to expand IAPPLAUD across other protected groups in recognition of the value and opportunity to achieve successfully in collaboration with all staff networks. | Responsibility to address abuse, harassment, bullying and violence shifts from that of the victim to all staff |
| Equality, Diversity and Inclusion (EDI) Champions and BME Champions established, supported and continuously recruited across CSUs to provide immediate support and direction on issues and queries related to EDI | Staff with EDI issues and queries have a point of contact within their CSU |
| Grievances analysed on an annual basis across age, disability, ethnicity, gender, religion or belief and sexual orientation. Key findings and key actions are identified and published annually. | Assurance certain groups of people do not have a worse experience at work compared to others |
| Rate of staff experiencing harassment/discrimination at work measured as part of the NHS Staff Survey across all protected characteristics and professionally analysed with the funding of a bespoke annual report to ensure meaningful targeted work. Work on the NHS WRES, WDES and Rainbow Assessment provide further focus and wider engagement for fit-for-purpose action. | High impact action in the addressing of bullying and harassment |
| Mandatory Equality, Diversity and Inclusion Training clearly sets out the different types of discrimination and what exactly amounts to harassment. Emphasis is furthermore placed in Corporate Induction for all new starters that we as human beings have the very real potential of treating others less favourably unintentionally. The Executive Director of Organisational Development and Human Resources attends every Corporate Induction to share their experience to reinforce the importance and empower staff to relate and in turn action. Additional non-mandatory training across the different protected groups alongside Unconscious Bias, Dignity at Work and BME Allyship continually reinforces this content. | All staff aware of behaviour that amounts to discrimination and harassment  Conversations opened up throughout equality-related training provide further qualitative intelligence on discrimination and harassment in the workplace and an opportunity to address and in turn reduce |
| LTHT Dignity at Work, Conduct and Discipline Policy, Whistleblowing Policy and Equality, Diversity and Inclusion Policy implemented and effectiveness reviewed on a regular basis.  A new Resolution (Grievance) Policy is in the final stages of being approved, which has been developed with input from a wide cross-section of staff experience. The main focus is primarily sustainable resolution of workplace concerns with the expectation that all parties work collaboratively to achieve this. The new focus aims to avoid lengthy investigations therefore arriving at resolution in a much more timely way, safeguarding psychological safety and health and wellbeing. | All staff aware of their roles and responsibilities and assured of level of protection at work in relation to abuse, harassment, bullying and violence from any source |
| In 2022 a new Workforce Committee sub-group was developed, titled *Challenging Behaviours Steering Group*. The Group aims to both support staff following an experience of violence or aggressions within the workplace, encourage reporting of such instances, and utilise the data to reduce instances moving forwards. The Group aims to achieve this utilising a new collaborative approach between specialties including HR, Estates and Facilities, and Clinical colleagues, which result in holistic solutions. | Medium Term: increased reporting.  Long Term: Decreased instances of violence and aggression within LTHT |
| A Crowdsourcing activity was launched in the summer of 2021 to explore how we can better create positive working environments within LTHT, following an indication of bullying and harassment within the workplace and under reporting of all negative experiences. The key themes identified from the conversation were discussed by a diverse group of staff volunteers which formed a new ‘Advisory Group’. Each theme now has improvement action aligned to it, with a project lead, and is Governed by the Trust’s Staff Engagement Group (a sub-committee of the Workforce Committee). Projects include: Exit interviews, new resolution policy (replacing grievance policy), improved and aligned speaking up routes, line manager capability, removing bias from the recruitment process, increased private spaces, support following a violent, aggressive or threatening experience.  In addition to these projects, and as a result of the campaign, a follow on campaign was launched to review and refresh the Leeds Way Values and underpinning Behaviours. This refresh aims to continue to support a positive culture at LTHT. It additionally enabled further action to take place in the form of a rolling ‘What 3 Things’ conversations within teams, to continue to make the improvements important to their teams. | To create more consistently positive working environments, and increase the reporting of negative experiences |
| Four successfully established staff networks with Chairs and Executive Sponsors to assist in unblocking barriers and obstacles, including BME Staff Network, Lesbian, Gay, Bisexual and Trans+ Staff Network, Disabled Staff Network and Female Leaders. All staff networks have the purpose of driving forward positively and proactively the addressing of strategic issues affected by the protected group they represent and the raising awareness trust wide of the importance of the existence of such a staff network. All staff networks acknowledge intersectionality and the need to work collaboratively together. | Trust holds qualitative intelligence of extent of abuse, harassment, bullying and violence experienced by staff that are BME, LGBT and disabled  Increased reporting of bullying and harassment for resolution and the reduction in incidents |
| 5. | Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives | Significant focus has been placed on increasing flexibility within LTHT, advocating its use as a solution to current workface challenges, to positively impact workforce capacity and gaps, engagement, retention and attraction. All staff have the opportunity to explore greater flexibility, with a focus on preference rather than reason, to create an inclusive and personalised approach. Procedures have been fundamentally changed, and staff support have been delivered. Further challenges exists within Clinical Service Units which moving forwards will be addressed by the implementation of a new Steering Group, aimed at supporting specific CSUs with their challenges, and sharing their best practice wider. This Group will be accompanied by wrap around governance structure and executive sponsors to ensure effective progress is made.  Personalised People Management (PPM) further embeds flexible working by empowering Managers through a range of resources and support to be understanding of staff by actively listening, involving staff in the resolution of any issues they may have, being timely in their response to staff and always considerate of their health and wellbeing and psychological welfare. PPM was launched in 2020 along with a staff network following the learning from the impact of COVID on the workforce.  LTHT Retirement Policy provides staff with a number of positive flexible working options including 'step down' and ‘wind down'. This is in addition to the option ‘retire and return’.  LTHT Supporting Attendance Policy refers to flexible working as an option to manage absence as effectively as possible from the staff and service perspective, reducing as far as reasonably possible the negative impact on all protected groups and staff with caring responsibilities. PPM is in turn placed at the core of this policy.  Robust case reviews in HR where staff share experience and there is senior insight and input. Monthly case reviews with input from the Executive Director of Human Resources and Organisational Development provides steer in respect of particularly complex and challenging cases. Examples include those linked to International Nurses where policies and procedures have been tested out and changed accordingly. LTHT have welcomed 600 International Nurses over the last few years providing opportunity to revisit a number of policies and procedures to ensure needs are met as far as reasonably possible in with the PPM approach.  ‘Ask HR’ sessions for creating open, accessible dialogue between Human Resources and staff, increasing access to information and the opportunity to ask questions directly to an expert panel or to raise anonymously. | | Increased flexibility within LTHT used as a solution to current workforce challenges  Continuous learning and improvement in providing opportunities and a workplace environment that welcomes the raising of issues and rights wrongs when identified |
| 6. | Staff report positive experiences of their membership of the workforce | Refer to crowdsourcing activity above under Outcome 4 explicitly set up with a focus on exploring how we can better create positive working environments within LTHT. | | Assurance of the extent at which staff have positive experiences in the workplace across all protected groups and where negative trends present, the necessary remedial action is taken |
| Refer to staff networks above under Outcome 4 which provide a powerful avenue through which the experience of protected groups can be determined and in turn addressed. | |
| Results of NHS Staff Survey are analysed by protected group annually and key actions are identified to rectify any negative experiences in the workplace reported. A bespoke report is funded to provide assurance and navigate targeted action for the highest impact. CSUs are provided support of their Human Resources Business Partner to identify actions from their staff survey results. | |
| Equality, Diversity and Inclusion Communications Plan, which includes the development of staff engagement and consequentially staff feedback in keeping with key cultural events, for example, LGBT+ History Month, Black History Month and International Day for Disabled People and Pride. Current work includes developing You Tube videos of LGBT+ staff experience as part of LGBT+ History Month in February. | |