

Leicestershire Partnership Trust

Draft WRES Action Plan 2021/22

Objective 1. Ensure Recruitment and Selection processes are inclusive and free from bias where candidates from Black, Asian and Minority Ethnic backgrounds have an equitable outcome compared to their white colleagues from application to appointment across all employment roles with an aim of eliminating any race equality disparities by 2025.

No.	Action	Lead	By When	Milestone	Progress	RAG
1	Undertake a robust review (rehaul) of the Recruitment and Selection Policy and develop a "Recruiting for Inclusion Policy and process" in line with the 6 National Race Equality High Impact Actions (REHIA) listed at the end of this action plan	Head of Employee Relations and Head of EDI	March 2022	<ul style="list-style-type: none"> • Commencement of review September 2021 • Engagement with stakeholders October 2021 • Production of revised policy and process March 2022 	Diverse panel process in place and being monitored in line with 6 high impact Race Equality and Inclusion Strategy (REHIA) actions. REHIA (actions 2 and 5) to overhaul R&S processes will be addressed through this review.	B

Objective 2. Ensure that BAME staff are benefiting from Talent Management, Succession Planning and Career Progression leading to achievement of LPT model employer target of 24% by 2025

No.	Action	Lead	By When	Milestone	Progress	RAG
2	Establish Talent Management and succession planning Processes enabling BAME staff to progress in to senior management positions in line with model employer targets (24% BAME staff into band 8a and above roles by 2025)	Head of OD and Head of EDI	March 2022	<ul style="list-style-type: none"> • Develop On-Merit plan aligning to LPT, Group, regional and national Talent Management strategies September 2022 • Launch programme October 2022 	Action 3 of the National 6 high impact actions require focus on establishing criteria for talent pools. System wide EDI Taskforce have set Talent Management, Succession Planning and Career Progression as a key priority for 2021/22. Talent Management and Succession	A

					Planning Strategy in place and includes focus on model employer target. TM pilot programme has started with Executive Directors and will be cascaded down management tiers.	
3	Continue to provide targeted Interview Skills training for BAME colleagues.	Recruitment Manager	March 2022	<ul style="list-style-type: none"> Dates set and advertised for 2021/22 (September 2021) 	These sessions are being regularly run. Numbers are small but positively received. Continuation of these sessions are planned for 2021/22 with an aim of increasing participation.	A
4	Provide targeted career development opportunities for BAME colleagues	Head of OD	March 2022	<ul style="list-style-type: none"> Run 4 cohorts of We Nurture training to BAME colleagues Work in collaboration with the Midlands Academy to run local Stepping Up Programme 	2 nd cohort We Nurture Programme is underway. Working with Midlands Leadership Academy to run local Stepping Up Programme. All leadership programmes were put on hold during the pandemic.	A

Objective 3. Create a culturally inclusive organisation for Black, Asian and Minority Ethnic Colleagues in order that there are demonstrable improvements in WRES staff survey indicators 7 and 8

No.	Action	Lead	By When	Milestone	Progress	RAG
5	Deliver a series of Listening events for staff who are BAME, Disabled and LGBT.	Head of EDI in collaboration with chairs of staff networks	March 2022	<ul style="list-style-type: none"> Agree timetable of LIA events (August 2022) Ensure outputs from events feature in staff network highlight reports to EDI Workforce Group (December 2021) 	A number of Trustwide and directorate level Listening events have taken place during 2020/21. Plans are to continue these as they have worked well as a mechanism for raising concerns and feedback.	G
6	Continue to deliver impactful Race and Cultural Intelligence Learning Sets which include	EDI Lead	March 2022	<ul style="list-style-type: none"> Communicate requirement for all line-managers to attend the learning sets August 2021 	Over 200 managers have attended the training to date.	G

	lived experience of BAME staff to all line-managers			<ul style="list-style-type: none"> Report numbers attending to EDI Workforce Group (September 2021) 		
7	Complete 2 nd Cohort Reverse Mentoring Programme	Head of EDI	December 2021	<ul style="list-style-type: none"> Arrange midway Reflective training session for mentees (July 2021) All reverse mentoring meetings concluded (October 2021) Celebratory Event (December 2021) 	2 nd programme is underway and midway through programme delivery. 3 Peer support sessions have taken place. Newsletter developed and shared with participants. Feedback is positive.	G
8	Delivery of Cultural Intelligence train the trainer Masterclasses for EDI specialists in line with Midlands academy process	Head of EDI	November 2021	<ul style="list-style-type: none"> Commencement of procurement process (July 2021) Appointment of provider September 2021 Commencement of project November 2021 	Midlands Leadership Academy are leading on the development of a procurement process to secure a suitable provider of Cultural Intelligence/competency training. Service specification has been drawn up and project group established.	A
9	Develop EDI outcome based Objectives within all leadership appraisals.	Head of EDI and Head of OD	January 2022	<ul style="list-style-type: none"> Develop guidance October 2021 Consult on guidance November 2021 Roll out of guidance for implementation January 2022 	TBC	B
10	Integrate the Inclusive Decision Making Framework (IDMF) within LPT's Due Regard process	Head of EDI	December 2021	<ul style="list-style-type: none"> LLR IDMF workshops delivered (September 2021) Process for integrating approach commenced (October 2021) LPT IDMF integrated documentation complete December 2021 	IDMF workshops being run during July through to September. This will enable a better understanding of the application of the IDMF and how LPT Due Regard (EIA) processes can be integrated with the IDMF.	B
11	Ensure that key/important events and festivals are celebrated and used as learning opportunities for staff from all	Chair of BAME Staff Support Network	March 2022	<ul style="list-style-type: none"> Calendar of events and festivals developed (July 2021) Delivery of important events (SAHM and BHM) November 	Plans are in place for South Asian Heritage Month and Black History Month. Vaisakhi has been marked for 2021 – plans will be developed	A

	backgrounds			2021 <ul style="list-style-type: none"> • Celebration of other key events (Diwali, Vaisakhi etc (March 2022)) 	for key festivals for 2021/2022. Best practice from 2020 will be used to develop future activities. BAME SSN Chair has been working with the SSN to co-design and Co-deliver. Working with NHFT to deliver a programme across both Trusts.	
12	Ensure the Together Against Racism Strategy and WRES Action plan are clearly aligned to ensure clarity and synergy of work streams.	Head of EDI and Director of Corporate Governance	July 2021	<ul style="list-style-type: none"> • WRES Action Plan and Together Against Racism Strategy launched (August 2021) • Communication regarding how both complement each other issued (July 2021) • Ongoing communication to key stakeholders to ensure clarity of vision and scope for each will be ongoing throughout 2021/22 	Plans in place to communicate this through Team Brief and staff bulletin.	A

6 National High Impact Race Equality actions

1. Ensure ESMs own the agenda, as part of culture changes in organisations, with improvements in BAME representation (and other under-represented groups) as part of objectives and appraisal by setting specific KPIs and targets linked to recruitment which are time limited, specific and linked to incentives or sanctions
2. Introduce a system of 'comply or explain' to ensure fairness during interviews. This system includes requirements for diverse interview panels, and the presence of an equality representative who has authority to stop the selection process, if it was deemed unfair.
3. Organise talent panels, creating a 'database' of individuals by system who are eligible for promotion and development opportunities and ensure these are advertised to all staff, agree positive action approaches to filling roles for under-represented groups and set transparent minimum criteria for candidate selection into talent pools
4. Enhance EDI support available to train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies and to ensure that for Bands 8a roles and above, hiring managers include requirement for candidates to demonstrate EDI work / legacy during interviews.
5. Overhaul interview processes to incorporate training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used, ensure adoption of values-based shortlisting and interview approach and consider skills-based assessment such as using scenarios.
6. Adopt resources, guides and tools to help leaders and individuals have productive conversations about race.