Workforce Race Equality Standard (WRES)
Indicators and Action Plan: 2023 - 2024

Workforce Indicators (Data taken from ESR, HR and Recruitment teams, April 2022 – March 2023)	EPUT Progress			National Comparison	
	EPUT 2022	EPUT 2023	22 - 23 Diff.	National 2022 WRES	EPUT 2022 Diff (Average)
1 Percentage of staff in each of the AfC Bands 1-9 and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce. *(full breakdown in 1a,b and c)* *Higher % = Improvement*	22.7%	26.4%	▲ 3.7% Higher	24.2%	▲ 1.8% Higher
2 Relative likelihood of White staff being appointed from shortlisting compared to BME staff *Lower Ratio = Better, with "1" being equal likelihood.*	1.44	0.71	▼ 0.73 Times less likely	1.54	▼ 0.83 Times less likely
3 Relative likelihood of BME staff entering the formal disciplinary process compared to white staff. *Lower Ratio = Better, with "1" being equal likelihood.*	3.11	1.86	▼ 1.25 Times less likely	1.14	▲ 0.72 Times more likely
4 Relative likelihood of White staff accessing non-mandatory training and CPD compared to BME staff *Lower Ratio = Better, with "1" being equal likelihood. Figure below 1 means that White Staff are less likely than BME Staff.*	0.84	1.39	▲ 0.55 Times More likely	1.12	▲ 0.27 Times More likely

Indicators 5-8: Staff Experience.

Staff Survey Indicators (data taken from Staff Survey 2022)	EPUT Progress			National Comparison	
	EPUT 2021	EPUT 2022	21 / 22 Diff.	Staff Survey 2022	EPUT 2022 Diff (National)
5 Percentage of staff experiencing harassment, bullying or abuse from patients / service users, relatives or the public in last 12 months. *Lower % = Improvement*	White: 27.7%	White: 27.8%	▲ 0.1% Higher	White: 25.4%	▲ 2.4% Higher
	BME: 39.6%	BME: 33.0%	▼ 6.6% Lower	BME: 31.5%	▲ 1.5% Higher
6 Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months. *Lower % = Improvement*	White: 21.1%	White 21.6%	▲ 0.5% Higher	White: 17.3%	▲ 4.3% Higher
	BME: 28.0%	BME: 26.0%	▼ 2% Lower	BME: 22.8%	▲ 3.2% Higher
7 Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion. *Higher % = Improvement*	White: 62.6%	White: 61.6%	▼ 1% Higher	White: 62.3%	▼ 0.7% Lower
	BME: 48.9%	BME: 52.7%	▲ 3.8% Higher	BME: 49.6%	▲ 3.1% Higher

Staff Survey Indicators (data taken from Staff Survey 2022)		EPUT Progress			National Comparison	
		EPUT 2021	EPUT 2022	21 / 22 Diff.	Staff Survey 2022	EPUT 2022 Diff (National)
8	Percentage of staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months. *Lower % = Improvement*	White: 7.0%	White: 6.7%	▼ 0.3% Lower	White: 5.7%	▲ 1% Higher
		BME: 16.6%	**BME: 14.8%**	▼ **1.2% Lower**	**BME: 13.6%**	▲ **1.2% Higher**

Workforce Indicators (Data taken from April 2022 – March 2023)		EPUT Progress			National Comparison	
		EPUT 2022	EPUT 2023	22 - 23 Diff.	National 2022 WRES	EPUT 2022 Diff (Average)
9i	Percentage difference between the organisations' Board voting membership and its overall workforce *A score of 0 = equality of representation. Minus numbers caused by larger percentage in overall workforce*	White -6.1%	White -3.9%	▼ 7.4% Narrower	White ***	***
		BME 2.3%	**BME -2.9%**	▲ **5.2% Wider**	**BME -11%**	▼ **8.1% Narrower**
9ii	Percentage difference between the organisations' Board Executive membership and its overall workforce *A score of 0 = equality of representation. Minus numbers caused by larger percentage in overall workforce*	White 12.7%	White 0.0%	▼ 12.7% Narrower	White ***	***
		BME -10.2%	**BME -15.3%**	▲ **5.1% Wider**	**BME -14.6%**	▲ **0.7% Wider**

Appendix A: Breakdown and Results of WRES Indicators

In line with WRES Team technical guidance, Bank Staff data is listed in the Bank WRES (BWRES).

It should be noted, that there are different data category requirements for the WDES and the WRES. The WDES includes an "other" category for non-clinical and clinical staff whereas the WRES has its "other" category for medical and dental staff only.

This accounts for a discrepancy of eight staff between the total numbers of overall workforce.

Key	
Symbol	**Meaning**
▲ ▼	Improvement / Increase
▼ ▲	Decline / Decrease
-	No Change
	Current data for BME staff experience at time of reporting.

1a) Summary of Key Figures Taken from WRES Data Collection Framework	**WRES 2022**	**WRES 2023**
Number of white staff in overall workforce	4555	4489▼
Number of BME staff in overall workforce	**1380**	**1677▲**
Number of staff (ethnicity unknown on ESR)	151	190 ▲
Total substantive (permanent) workforce	**6086**	**6356 ▲**
Number of shortlisted applicants (White)	2396	2603 ▲
Number appointed (White)	780	693▼
Percentage of successful appointments (White)	32.5%	26.6%
Number of shortlisted applicants (BME)	**1446**	**1994▲**
Number appointed (BME)	**327**	**744▲**
Percentage of successful appointments (BME)	**23%**	**37%**
Number of shortlisted staff (ethnicity unknown on ESR)	79	186 ▲
Number appointed (ethnicity unknown in ESR)	41	116 ▲
Percentage of successful appointments (ethnicity unknown on ESR)	52%	62%
Number of white staff entering formal disciplinary process	17	19▲
Number of BME staff entering formal disciplinary process	**16**	**13▼**
Number of staff (ethnicity unknown on ESR) entering formal disciplinary process	0	1 ▲
Number of white staff accessing non-mandatory training and CPD	702	543▼
Number of BME staff accessing non-mandatory training and CPD	**252**	**146▼**
Number of staff (ethnicity unknown on ESR) accessing non-mandatory training and CPD	28	27
White Board Members	11	12▲
White Executive Board Members	7	8 ▲
BME Board Members	**4**	**4**
BME Executive Board Members	**1**	**1**
(Ethnicity unknown on ESR) Board Members	1	1
(Ethnicity unknown on ESR) Executive Board Members	0	0

1b) Non-Clinical Workforce				
	2022		**2023**	
NHS Banding (AfC)	**White**	**BME**	**White**	**BME**
Band 1	Band 1 Removed from Grading System			
Band 2	275	54	265	56
Band 3	478	48	485	52
Band 4	338	39	346	35
Band 5	152	15	156	15
Band 6	100	16	107	14
Band 7	61	8	72	11
Band 8a	44	7	41	7
Band 8b	22	5	23	5
Band 8c	13	3	14	3
Band 8d	14	1	11	2
Band 9	17	0	5	0
VSM	23	5	24	3

1c) Clinical Workforce (of which non-medical)				
	2022		**2023**	
NHS Banding (AfC)	**White**	**BME**	**White**	**BME**
Band 1	Band 1 Removed from Grading System			
Band 2	14	5	18	3
Band 3	575	253	581	319
Band 4	449	79	378	129
Band 5	375	184	309	298
Band 6	766	281	752	302
Band 7	465	136	526	152
Band 8a	196	49	185	46
Band 8b	70	19	85	25
Band 8c	20	4	28	4
Band 8d	11	2	14	5
Band 9	4	0	2	0
VSM	2	5	2	1
Clinical Workforce (of which Medical and Dental)				
Consultants	29	66	28	66
Of which, Senior Medical Manager	0	1	0	1
Non Consultant, Career Grade	12	33	12	46
Trainee Grades	26	62	31	74
Other	3	2	7	8

Appendix B: Breakdown and Results of Medical WRES (MWRES) Indicators

This is the first year the MWRES has been launched and the data below has been collected as a benchmark for these metrics between April 2022 – March 2023. They will be used to measure development of medical staff within the Trust based on guidance from NHS England.

	Staff listed in Medical and / or Dental roles (ESR data)	
	White Staff	**BME Staff**
2022	70	164
2023	78	195

Metric 1a: The number of staff in each medical and dental sub group, disaggregated by ethnicity (based on the workforce as at 31st March in the reporting year).

	April 2022 / March 2023				
	White	**Black**	**Asian**	**Other**	**Not Known**
Medical Directors	0	0	1	0	0
Clinical Directors	1	2	11	1	1

The WRES Team sourced data for Consultants, SAS, Locally Employed Doctor (LEDs), Doctors in postgraduate training and all other medical staff directly from National ESR.

Metric 1b: The number of staff eligible for, who applied for, and who were awarded a Clinical Excellence Award, disaggregated by ethnicity (based on the financial year)

	April 2022 / March 2023				
	White	**Black**	**Asian**	**Other**	**Not Known**
Eligible	23	4	41	5	0
Applied	23	4	41	5	0
Awarded	23	4	41	5	0

NB: CEA's were awarded to all eligible consultants in 2022/23.

Metric 2: Consultant recruitment disaggregated by ethnicity

	April 2022 / March 2023				
	White	**Black**	**Asian**	**Other**	**Not Known**
Number of Applicants	2	0	10	4	2
Number Shortlisted	2	0	9	1	1
Number appointed	2	0	9	1	1

Appendix C: Breakdown and Results of Bank WRES (BWRES) Indicators

This is the first year for the BWRES and the data below have been collected as an initial benchmark for these metrics April 2022 – March 2023. They will be used in subsequent years to measure development within the organisation based on guidance from NHS England.

Indicator 1: Active bank worker headcounts across staffing groups by ethnic group and gender.

Active Bank Workers in Clinical Roles – Women	Bank Staff Banding (AFC)							
ONS Ethnicity Categories	1	2	3	4	5	6	7+	Total
White: British	0	2	124	85	110	63	37	421
White: Irish	0	0	1	2	1	6	1	11
White: Any other White background	0	0	29	3	8	4	5	49
BME – Mixed: White and Caribbean	0	0	1	0	0	0	0	1
BME – Mixed: White and Black African	0	0	6	0	0	0	0	6
BME – Mixed: White and Asian	0	0	2	0	0	1	0	3
BME – Mixed: Any other mixed Background	0	0	3	0	0	0	0	3
BME – Asian or Asian British: Indian	0	0	11	1	1	3	0	16
BME – Asian or Asian British: Pakistani	0	0	3	0	0	0	0	3
BME – Asian or Asian British: Bangladeshi	0	0	5	0	0	0	0	5
BME – Asian or Asian British: Any other Asian Background	0	0	12	3	1	4	0	20
BME – Black or Black British: Caribbean	0	0	14	0	2	3	2	21
BME – Black or Black British: African	0	0	334	4	40	21	1	400
BME – Black or Black British: Any other Black background	0	0	66	1	2	0	1	70
BME – Other Ethnic Groups: Chinese	0	0	0	1	2	2	0	5
BME – Other Ethnic Groups: Any other ethnic group	0	0	8	4	2	1	1	16
Not Stated	0	0	21	1	4	3	0	29
Total	0	2	640	105	173	111	48	1079

Active Bank Workers in Clinical Roles – Men	Bank Staff Banding (AFC)							
ONS Ethnicity Categories	1	2	3	4	5	6	7+	Total
White: British	0	2	16	24	10	13	2	67
White: Irish	0	0	1	0	2	0	0	3
White: Any other White background	0	0	4	3	0	0	2	9
BME – Mixed: White and Caribbean	0	0	0	0	0	0	0	0
BME – Mixed: White and Black African	0	0	3	0	0	0	0	3
BME – Mixed: White and Asian	0	0	0	0	0	0	0	0
BME – Mixed: Any other mixed Background	0	0	1	0	0	1	1	3
BME – Asian or Asian British: Indian	0	0	5	0	2	1	1	9
BME – Asian or Asian British: Pakistani	0	0	2	0	0	0	0	2
BME – Asian or Asian British: Bangladeshi	0	0	1	0	0	0	0	1
BME – Asian or Asian British: Any other Asian Background	0	0	7	0	0	1	1	9
BME – Black or Black British: Caribbean	0	0	6	0	0	0	0	6
BME – Black or Black British: African	0	0	199	2	25	0	0	233
BME – Black or Black British: Any other Black background	0	0	60	1	1	0	0	62
BME – Other Ethnic Groups: Chinese	0	0	0	1	0	0	0	1
BME – Other Ethnic Groups: Any other ethnic group	0	2	2	1	0	0	0	5
Not Stated	0	17	1	1	1	1	1	22
Total	0	21	308	33	41	24	8	435

Indicator 1: Active bank worker headcounts across staffing groups by ethnic group and gender (continued)

Active Bank Workers in Non-Clinical Roles – Women	Bank Staff Banding (AFC)							
ONS Ethnicity Categories	1	2	3	4	5	6	7+	Total
White: British	0	28	117	25	1	5	11	**187**
White: Irish	0	0	2	0	0	0	1	**3**
White: Any other White background	0	4	6	1	0	0	0	**11**
BME – Mixed: White and Caribbean	0	0	0	0	0	0	0	**0**
BME – Mixed: White and Black African	0	0	1	0	0	0	0	**1**
BME – Mixed: White and Asian	0	0	1	0	0	0	0	**1**
BME – Mixed: Any other mixed Background	0	1	1	0	0	0	0	**2**
BME – Asian or Asian British: Indian	0	0	2	2	0	0	0	**4**
BME – Asian or Asian British: Pakistani	0	1	1	0	0	0	0	**2**
BME – Asian or Asian British: Bangladeshi	0	0	0	2	0	0	0	**2**
BME – Asian or Asian British: Any other Asian Background	0	1	4	0	0	0	0	**5**
BME – Black or Black British: Caribbean	0	1	1	0	0	0	0	**2**
BME – Black or Black British: African	0	2	11	0	0	0	0	**13**
BME – Black or Black British: Any other Black background	0	0	1	0	0	1	0	**2**
BME – Other Ethnic Groups: Chinese	0	0	0	0	0	0	0	**0**
BME – Other Ethnic Groups: Any other ethnic group	0	0	1	0	0	0	0	**1**
Not Stated	0	5	3	1	0	0	1	**10**
Total	**0**	**43**	**152**	**31**	**1**	**6**	**13**	**246**

Active Bank Workers in Non-Clinical Roles – Men	Bank Staff Banding (AFC)							
ONS Ethnicity Categories	1	2	3	4	5	6	7+	Total
White: British	0	18	24	2	0	2	7	53
White: Irish	0	0	1	0	0	0	0	1
White: Any other White background	0	1	2	0	0	0	0	3
BME – Mixed: White and Caribbean	0	0	0	0	0	0	0	0
BME – Mixed: White and Black African	0	0	0	0	0	0	0	0
BME – Mixed: White and Asian	0	0	0	0	0	0	0	0
BME – Mixed: Any other mixed Background	0	0	0	0	0	0	0	0
BME – Asian or Asian British: Indian	0	1	1	1	0	0	0	3
BME – Asian or Asian British: Pakistani	0	0	1	0	0	0	0	1
BME – Asian or Asian British: Bangladeshi	0	1	1	1	0	0	0	3
BME – Asian or Asian British: Any other Asian Background	0	1	1	0	0	0	0	2
BME – Black or Black British: Caribbean	0	1	0	0	0	0	0	1
BME – Black or Black British: African	0	1	3	2	1	0	0	7
BME – Black or Black British: Any other Black background	0	1	0	0	0	0	0	1
BME – Other Ethnic Groups: Chinese	0	0	0	0	0	0	0	0
BME – Other Ethnic Groups: Any other ethnic group	0	1	0	0	0	0	0	1
Not Stated	0	0	1	1	0	0	0	2
Total	0	26	35	7	1	2	7	78

Indicator 1: Active bank worker headcounts across staffing groups by ethnic group and gender (continued)

Active Bank Workers in Medical and Non – Dental Roles	All Pay Grades		Total
ONS Ethnicity Categories	Women	Men	
White: British	0	0	0
White: Irish	0	0	0
White: Any other White background	0	0	0
BME – Mixed: White and Caribbean	0	0	0
BME – Mixed: White and Black African	0	0	0
BME – Mixed: White and Asian	0	0	0
BME – Mixed: Any other mixed Background	0	0	0
BME – Asian or Asian British: Pakistani	0	0	0
BME – Asian or Asian British: Pakistani	0	0	0
BME – Asian or Asian British: Bangladeshi	0	0	0
BME – Asian or Asian British: Any other Asian Background	0	0	0
BME – Black or Black British: Caribbean	0	0	0
BME – Black or Black British: African	0	0	0
BME – Black or Black British: Any other Black background	0	0	0
BME – Other Ethnic Groups: Chinese	0	0	0
BME – Other Ethnic Groups: Any other ethnic group	0	0	0
Not Stated	0	0	0
Total	0	0	0

Indicator 2: The number of bank workers by ethnic grouping entering a formal disciplinary process over a 12-month period.

Active Bank Workers in Clinical and Non-Clinical Roles ONS Ethnicity Categories	April 2022 – March 2023
White: British	1
White: Irish	0
White: Any other White background	1
BME – Mixed: White and Caribbean	0
BME – Mixed: White and Black African	0
BME – Mixed: White and Asian	0
BME – Mixed: Any other mixed Background	0
BME – Asian or Asian British: Pakistani	0
BME – Asian or Asian British: Pakistani	0
BME – Asian or Asian British: Bangladeshi	0
BME – Asian or Asian British: Any other Asian Background	2
BME – Black or Black British: Caribbean	0
BME – Black or Black British: African	6
BME – Black or Black British: Any other Black background	0
BME – Other Ethnic Groups: Chinese	0
BME – Other Ethnic Groups: Any other ethnic group	0
Not Stated	0
Total	10

Indicator 3: The number of dismissals by ethnic grouping for bank workers over a 12-month period (conduct and capability cases only).

Active Bank Workers in Clinical and Non-Clinical Roles ONS Ethnicity Categories	April 2022 – March 2023
White: British	0
White: Irish	0
White: Any other White background	0
BME – Mixed: White and Caribbean	0
BME – Mixed: White and Black African	0
BME – Mixed: White and Asian	0
BME – Mixed: Any other mixed Background	0
BME – Asian or Asian British: Pakistani	0
BME – Asian or Asian British: Pakistani	0
BME – Asian or Asian British: Bangladeshi	0
BME – Asian or Asian British: Any other Asian Background	0
BME – Black or Black British: Caribbean	0
BME – Black or Black British: African	1
BME – Black or Black British: Any other Black background	0
BME – Other Ethnic Groups: Chinese	0
BME – Other Ethnic Groups: Any other ethnic group	0
Not Stated	0
Total	1

Summary: Breakdown of White and BME Bank Staff by sex, role and banding.

| Band | White Bank Staff | | | | Total White Bank Staff | % of band | BME Bank Staff | | | | Total BME Bank Staff | % of band | Total Staff |
| | Clinical | | Non-Clinical | | | | Clinical | | Non-Clinical | | | | |
	W.	M.	W.	M.			W.	M.	W.	M.			
1	0	0	0	0	**0**	**-**	0	0	0	0	**0**	**-**	**0**
2	2	2	32	19	**55**	**78.6%**	0	2	6	7	**15**	**21.4%**	**70**
3	154	21	125	27	**327**	**29.5%**	465	286	24	7	**782**	**70.5%**	**1109**
4	90	27	26	2	**145**	**84.3%**	14	5	4	4	**27**	**15.7%**	**172**
5	119	12	1	0	**132**	**62.6%**	50	28	0	1	**79**	**37.4%**	**211**
6	73	13	5	2	**93**	**70.5%**	35	3	1	0	**39**	**29.5%**	**132**
7+	43	4	12	7	**66**	**89.2%**	5	3	0	0	**8**	**10.8%**	**74**
Total	**481**	**79**	**201**	**57**	**818**	**46.3%**	**569**	**327**	**35**	**19**	**950**	**53.7%**	**1768**

APPENDIX D: WORKFORCE RACE EQUALITY STANDARD ACTION PLAN 2023

As part of our commitment to diversity and inclusion, we have set out high-level proposals for a comprehensive programme to create a truly inclusive organisation, co-created together with our staff. Building on existing work, we propose to take a fundamentally different approach to inclusion to make clear and rapid progress to become more inclusive for everyone.

Our action plan is built upon our Equality, Diversity and Inclusion (ED&I) strategy and the NHS ED&I improvement plan to develop a truly inclusive organisation.

The action plan summary table included in this document relates to actions against the WRES metrics and shows how these actions are aligned with our priority areas.

Each specific action will be developed into a delivery plan and monitored throughout the year with clear outcomes and delivery metrics.

This plan will be monitored through the year by the ED&I committee and the Ethnic Minority Race Equality Network (EMREN) to provide assurance and visibility that we are making the difference we want to see.

The Executive Team have made a commitment to making Equality Diversity and Inclusion (ED&I) a priority by driving the transformational work through their directorates, policies and work streams. This approach will make positive changes to the culture of EPUT and lead to greater equity for all staff. Progress against these actions will be driven through the Equality and Inclusion Sub Committee and the EMREM Network and assurance provided to the People Equality and Culture Committee (PECC).

EQUALITY.
DIVERSITY.
INCLUSION.

Essex Partnership University
NHS Foundation Trust

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WRES METRIC(S)
Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.	Implement a plan to widen recruitment opportunities within local communities and to be measured in terms of representative from people from a BME background, this should include career pathways into the NHS such as apprenticeship programmes and graduate management training schemes. Increase representation of colleagues with an ethnic minority background at all levels. Improved data monitoring of diversity within EPUT. As well as representation across senior Trust pay-bands.	Year-on-year improvement in BME representation leading to parity. Year-on- year improvement in representation of senior leadership (Band 8a and above). Encourage and increase staff in declaring their ethnicity within the organisation (via ESR), including board members. Working in partnership with the Integrated Care System (ICS) to focus on equality and inclusive practices for colleagues from a BME background. Increase the pool of Inclusion Ambassadors to ensure that shortlists and panels are diverse and include members who are representatives of groups currently under-represented at that level within an organisation. Ensure there is an independent member of every interview panel who understands these issues and is able to challenge other panel members. Conduct regular stakeholder sessions to review the recruitment process, to ensure the interview questions are reflective of the Trusts values and behaviours framework (Values Based Questions). Use feedback to identify potential biases in order to develop a more inclusive recruitment process and materials. Review the wording and images of all job adverts to ensure it includes positive messaging on anti-racism and the Trust's commitment to race equality. Year on year improvement in representation leading to parity.	Embedded Staff lead network: Ethnic Minority Race Equality Network. Successful launch of the recruitment de-bias toolkit, providing hiring managers resources and guidance for a fair and inclusive process. Launch of Inclusion Ambassadors on recruitment interview panels, ensuring a fair and inclusive process. EPUT currently provides career development programmes: Management Development Programme, Leadership Development programme, Rise Programme, Edward Jenner, Mary Seacole programme, Elizabeth Garett Anderson Programme. These programmes are monitored and reported within the PEN. Staff lead network: Ethnic Minority Race Equality Network provide colleagues with an opportunity to have a voice and influence change. EPUT have embedded a new job description and person's specification template to promote totally inclusive recruitment. The new templates includes images of Trust colleagues and highlights the diversity of the Trusts work force.	**Metric 1** Percentage of staff in each of the AfC Bands 1-9 and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce**.** **Metric 2** Relative likelihood of white staff being appointed from shortlisting compared to BME staff. **Metric 9** Percentage difference between the organisations' Board Executive membership and its overall workforce.

EQUALITY.
DIVERSITY.
INCLUSION.

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WRES METRIC(S)
Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.	Embed the 'fair and just culture'. Develop staff toolkit for conversations about race staff affected by racial discrimination. Provide cultural intelligence training to build awareness, to build a better understanding of diversity, bias, how to challenge discrimination and micro aggressions.	Role model a culture of listening and respect across the organisation. Seek opportunities to gather different people together and draw out diverse opinions. Provide resources, tools and training to staff to enable an effective reporting process for bullying, harassment and abuse. Employee Relation leads and HRBPs are aligned to their care groups to ensure a consistent approach to conflict, employee relation cases to reduce any bias. Reduction of staff entering formal capability process in comparison to their white counterparts. Ensure that cultural awareness training sessions are available for staff, to raise awareness and to provide resources to increase staff confidence when working in a diverse workforce.	EPUT have implemented a 'fair and just culture' which is reflected in all policies and procedures to ensure best practice in supporting staff experience. EPUT have embedded 'Domestic Abuse' webinars to heighten awareness of support available for staff. EPUT have embedded 'no space for abuse' campaign along with developing sexual safety training. The Trusts Freedom to Speak Up Guardian is ensuring that staff have a clear pathway and are provided feedback when speaking up. In addition they identify and eliminate barriers to speaking up, ensuring more time is taken to listen up and follow up and address detriment. EPUT has reviewed and adjusted ED&I training which includes 'active bystander module' from an external provider.	**Metric 3** Relative likelihood of BME staff entering the formal disciplinary process compared to white staff. **Metric 5** Percentage of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in last twelve months. **Metric 6** Percentage of BME staff experiencing harassment, bullying or abuse from staff in last twelve months. **Metric 8** Percentage of BME staff experiencing discrimination at work from manager / team leader or other colleagues in last 12 months.

EQUALITY.
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INCLUSION.

HIGH IMPACT ACTION	OBJECTIVE	2023 ACTION PLAN	PROGRESS	LINKED WRES METRIC(S)
Implement a comprehensive induction, on-boarding and development programme for staff and international nurses.	Embed a fair and inclusive recruitment and talent management process. Take positive action on recruitment and career progression ensuring that staff from BME communities are being nominated for career development.	Create a comprehensive on-boarding process, which is monitored utilising data captured from various sources including staff survey, cohort feedback and exit interviews. Ensure effective appraisals provide developmental feedback regarding performance and progression. Gather data on patterns of appraisal ratings and interview feedback collected against protective characteristics and other categories. Implementing a comprehensive data and evaluation process, to develop a talent management programme which will identify success and areas for improvement. Managers to emphasise the importance of development opportunities such as experience in performing different roles, acting up, secondments, involvement in project teams and shadowing. Enhance the exit interview process, ensuring data is collected on protected characteristics. Develop and embed a mentoring "partnerships" for senior BME staff.	EPUT Organisational Development team hold career development conversations with staff informing them of relevant opportunities. EPUT introduced an inclusive recruitment de-bias toolkit for hiring managers, which includes diverse panels, agreed recruitment plans, inclusion ambassadors and inclusive language. EPUT currently provides career development programmes such as the Management Development Programme (MDP), Leadership Development programme (LDP), Rise Programme, Edward Jenner, Mary Seacole programme, Elizabeth Garett Anderson Programme. EPUT International candidates receive a welcome pack, the content includes guidance relating to Visa UK employment requirements, accommodation, registrations for Banks, GP, Dentists and information relating to the Trust and locations. Feedback via EMREN has highlighted that as a result of the coaching and course content provided through the RISE programme, colleagues feel more confident in applying for more senior roles.	**Metric 4** Relative likelihood of white staff accessing non-mandatory training and career progression and development (CPD) in comparison to BME staff. **Metric 7** Percentage of BME staff believing that the Trust provides equal opportunities for career progression or promotion.

EQUALITY. DIVERSITY. INCLUSION.