

PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Bullying and Harassment Task & Finish Group and Action Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisation Development
SWYDDOG ADRODD: REPORTING OFFICER:	Steve Morgan, Deputy Director of Workforce & Organisation Development; Augusta Stafford-Umughele, Workforce Culture, Diversity & Inclusion Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

Bullying and Harassment is a characteristic of workplace culture that has challenged Hywel Dda University Health Board (HDdUHB) for several years. Historically the organisation gained intelligence through national staff surveys and exit interviews, that some inappropriate behaviours were evident.

Poor organisational cultures may lead to environments where bullying thrives, especially where staff concerns are not listened to. It is evident from the concerns highlighted in the Mid-Staffordshire NHS Foundation Trust Public Enquiry and also from the subsequent Francis Inquiry Report that where bullying is not managed it can impact negatively on patient outcomes through poor staff retention, absence, and a lack of psychological safety for staff to speak out.

Aligned with these workforce issues are the hugely devastating impacts on the individual. The mental and personal trauma when dealing with bullying or harassment can lead to several mental or physical conditions to manage.

Cefndir / Background

Several complaints of bullying and harassment within the Black, Asian and Minority Ethnic (BAME) staff members led to a recommendation from the BAME Advisory Group to establish a specific Task and Finish group. The Bullying and Harassment Task and Finish Group (BHT&F) was developed to scope several issues relating to the management of bullying and harassment within the BAME group in the Health Board. The BHT&F group was established in December 2020 and was jointly chaired by the Deputy Director of Workforce and the Workforce Culture, Diversity & Inclusion Manager. Progress in relation to the work of the BHT&FG has been fed back to the BAME Board Advisory Group, the Staff Partnership Forum and the Local Negotiating Committee (LNC). Progress has been reported through the BAME Advisory Group to the People, Organisational Development and Culture Committee and subsequently to the Board.

BAME representatives to support this work were nominated from individuals who had expressed an interest in becoming part of the BAME network and were drawn from a diverse range of services from Medical staff to Catering staff. The group also benefitted from senior representation and attendance of leads from Workforce and Organisation Development to support progression of the agenda.

The overarching purpose of the BHT&F Group has been to develop a better understanding of the existing processes to progress matters concerning dignity at work/bullying and harassment and in light of these processes, to then consider recommendations for change in terms of formal policy and/or approach to deliver improvements.

The group has evaluated workforce data relating to dignity at work complaints and grievances within the staff members who identified as BAME. Further intelligence on turnover from this staffing group has been reviewed and aligned with qualitative information from staff surveys and exit interviews. Feedback from BAME representatives regarding their 'lived experience' highlighting key issues and possible ideas for solutions to drive forward improvements have all been considered, discussed and have helped to inform the identified way forward.

An action plan has been developed, indicating progression and how this will be achieved with suitable timelines. Primary and secondary measures of success have also been developed.

Asesiad / Assessment

What the group established:

- BAME staff subjected to bullying and harassment are not sure where they can go for help. They are fearful of raising complaints and don't feel listened to when they do raise them.
- Some BAME staff are not aware that 'Exit Interviews' are undertaken. There is also no Exit mechanism for staff who leave departments and transfer to another within the organisation. It was suggested that being too fearful to raise a complaint or not being listened to were reasons reported for staff sometimes moving from their department.
- Some BAME medical staff are concerned that line managers may provide unfair references.
- There are perceived problem areas regarding bullying and harassment towards BAME staff.
- There is the perception that development and training opportunities are not open to all.
- Training should be available to Managers for them to better understand the opportunities and differences in tackling issues concerning BAME staff to promote cultural awareness.
- The change of approach from formal Bullying and Harassment complaints to Respect and Resolution was welcomed by members, though there is need to measure its success.
- There were issues around permission for development opportunities / time off / flexibility / training requests etc within particular departments, though whether this reflected poor management generally or was specific to BAME staff needed to be explored. Numerous specific issues of unfair treatment / possible discrimination were raised during the Lived Experience sessions.
- There was the perception that there is no process in place to support those who have raised complaints or feel they have been mistreated.

- Some staff perceived that Job Descriptions unconsciously exclude BAME staff due to the inclusion of unnecessary 'essential' requirements which disadvantaged BAME staff.
- Cultural change is needed as BAME staff perceive that they need to work twice as hard to progress.
- There was the perception of bias on interview/selection panels if they don't include a BAME panel member.
- There aren't enough BAME trained investigators or trained panel members to ensure ethnicity balance on formal ER panels etc

What actions will be taken:

The group has developed a comprehensive action plan – see attachment 1 (Current version as at 8th June 2022). This action plan is a live document and is being regularly updated with progression by members.

How will success be measured?

Primary:

- Increased employee engagement in the BAME staff group. HDdUHB is an employer of choice for BAME staff in a culture free from bullying and harassment which improves employee engagement. This will be measured by the percentage score for BAME staff compared to other staff groups using NHS Wales Staff Survey as data source, and the change in percentage trend over time compared to the baseline through regular pulse surveys.
- Improved retention in the BAME staff group. HDdUHB is an employer of choice for BAME staff in a culture free from bullying and harassment. This will reduce turnover. This will be measured by the percentage score for BAME staff compared to other staff groups and the change in percentage trend over time compared to the baseline using ESR as data source.
- Increase in Whole Time Equivalent (WTE) in the BAME staff group. The reputation of HDdUHB as an employer of choice for BAME candidates in a culture free from bullying and harassment. This will be measured by the percentage WTE for BAME staff compared to other staff groups and the change in percentage trend over time compared to the baseline using ESR as data source.

Secondary:

- The number of formal bullying and harassment cases involving BAME staff compared to the workforce profile of BAME staff based on the change in trend over time compared to baseline.
- An increase in uptake of exit interviews within the BAME staff group based on the change in trend over time compared to baseline.
- Training and Development accessed by BAME staff compared to the workforce profile of BAME staff based on the change in trend over time compared to baseline.
- Equality and Diversity Mandatory training compliance against 85% target for all staff groups.
- The Number of individuals who have accessed training in Cultural Competence, Unconscious Bias, Active Bystander training.
- The number of Case Investigators/Investigating Officers trained from BAME staff group compared to the workforce profile of BAME staff.

- An increase in concerns being raised by the BAME staff group via the Working in Confidence Platform demonstrating that voices are being heard is encouraged and staff are aware of how to raise concerns.
- Staff Survey/Pulse Survey results on specific bullying and harassment issues in the BAME staff group.
- Review of available data on the Facilitated Conversation Network and formal mediation cases in the BAME staff group.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is requested to:

- 1) Note the newly developed programme of work.
- 2) Endorse the direction of travel to enable the raising of awareness and reduce the damage that bullying and harassment has on BAME employees.

Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 To provide assurance to the Board on the organisation's ability to show value and appreciation of the workforce through formal and informal methods.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	tbc
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	6.3 Listening and Learning from Feedback 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	2B Strategic Equality Plan and Objectives establishment

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 8. Transform our communities through collaboration with people, communities and partners
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	The Francis Inquiry Report (Report of the Mid-Staffordshire NHS Foundation Trust public enquiry) and the Government's response Managing conflict in the modern workplace CIPD 2020
Rhestr Termiau: Glossary of Terms:	Not applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Not applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable
Gweithlu: Workforce:	Potential positive impacts on staff morale, absence rates, retention, recruitment.
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Potential positive impacts on organisational reputation.

Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Bullying & Harassment in Black, Asian and Minority Ethnic (BAME) Task & Finish Group

Action Plan

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
1. BAME staff subjected to B&H are not sure where they can go for help	Ensure that all staff are aware of the routes available to them to raise any issues relating to Bullying & Harassment (B&H)	<p>Through the production of a document setting out accessible routes to raise issues relating to Bullying & Harassment which will be available for all staff & promoted via staff side & Organisation Development Relationship Managers (ODRM) in the service and also via the BAME Network</p> <p>All new starters will receive a communication from the Culture & Staff Experience team one month after commencement, on how and who to contact generally, with regard to how to resolve issues</p> <p>Active Bystander training will be offered to all staff on a quarterly basis, to provide tools and techniques for dealing with situations of bullying, harassment and inappropriate behaviour</p>	<p>Head of Culture and Workforce Experience – commencing January 2022 – completion will be April /May with new Sharepoint pages being designed</p> <p>Head of Culture and Workforce Experience – completed</p> <p>Head of Partnerships, Diversity and Inclusion – training to be delivered April, July, October, January each year</p>
	Embed training opportunities at induction	A new induction programme will be rolled out from April 2022, identifying where people can access help in relation to B&H and community support	Learning and Development Manager April 2022

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
		This will be reinforced through the Customer Service Making a Difference programme, which covers unconscious bias. This will be rolled out to all staff including M&D	Learning and Development Manager April 2022
2. BAME staff subjected to B&H are fearful of raising complaints and don't feel listened to when they do raise them.	Enable staff to raise complaints in confidence, to feel supported and to be assured that action has been taken	Launching the Working in Confidence platform in December 2021 where people can raise their issues anonymously if required about a range of issues, including Bullying & Harassment	Head of Culture and Workforce Experience – December 2021 – Launches in May 2022 - Workforce Culture, Diversity & Inclusion Manager to act as BAME responder. Delays due to information governance issues
		<p>Nominating representatives in different areas in order that staff can link with. BAME network to assist with this by identifying champions</p> <p>The new document being prepared will facilitate links to ODRM's initially and staff side members. The document will facilitate links to ODRMs initially. This highlights the areas of services they are dedicated to ensure staff can gain links. This will also be included on the Working in Confidence Platform</p>	<p>Workforce Culture, Diversity & Inclusion Manager – Lead for connecting Organisational Development (OD) to the BAME Network Members to the platform commencing February 2022</p> <p>Head of People and Organisational Effectiveness -- Document completed. Working in Confidence</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
			platform full launch in May 2022
<p>3. a. Some BAME staff are not aware that 'Exit Interviews' (EI) are undertaken. Also, no mechanism exists for staff who leave departments and transfer to another within the organisation. It is reported that some staff move from their department either because they have not been listened to or are too fearful to raise a complaint</p>	<p>Learn lessons from people's lived experiences so that the culture can be improved and reflect our Values Framework</p>	<p>Retention plan being developed. All resignation letters will be channelled through the OD team in order that they can analyse and if possible, to intervene prior to an employee leaving</p> <p>EIs to be offered to all staff moving internally in order that departments where there may be problems can be identified</p>	<p>Work in confidence platform, Thinking of leaving surveys being used to open up channels for staff voice</p> <p>Redesign of exit interview process to incorporate moving within different teams internally across the Health Board (HB). The process will have a communication strategy that highlights Exit Interviews as another method of organisational learning and development</p> <p>Head of Culture and Workforce Experience – creating a comms piece (considering circulation being wider than emails) to explain the purpose of an exit interview and to confirm access routes for all. Also highlighting</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
<p>b. Some BAME medical staff are concerned that line managers may provide unfair references</p>	<p>Ensure that all managers are aware of the requirements to provide factual references that can be evidenced</p>	<p>Consider these concerns as part of the review of the Providing Employment References Policy</p>	<p>other routes to speak up before departure including Stay Interviews, Working in Confidence platform and access to speak to members of the Culture & Workforce Experience Team and OD Relationship Manager team</p> <p>Head of Culture and Workforce Experience – Commencing Spring/Summer 2022 . Information will sit on Sharepoint pages (previously on Intranet which has now changed – new OD space under development currently) and full communication strategy in place for Working in Confidence platform. In the interim colleagues can be signposted to the OD Relationship Manager Team (Head of People and Organisational Effectiveness) and Culture & Workforce Experience Teams (Head</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
			<p>of Culture and Workforce Experience) in OD</p> <p>Head Of Workforce – by March 2023 in line with policy review schedule agreed by PODCC</p>
4. There are perceived problem areas re: B&H towards BAME	Commit to addressing perceived problem areas as they are	<p>Ensure that no individual leaves the organisation or feels they have to change roles due to Bullying & Harassment</p> <p>Culture & Workforce Experience Team ensure that communication channels outlined above (Working in Confidence Platform) remain open and any adverse indicators are acted upon. ODRM team to raise awareness on the ground of channels available and encourage usage</p> <p>Working up a plan to secure intelligence about staff moving jobs internally</p>	<p>Head of Culture and Workforce Experience / Head of People and Organisational Effectiveness – commencing February 2022</p> <p>Head of Culture and Workforce Experience – commencing May 2022</p> <p>New EI process being developed to capture internal movement and staff experiences</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
staff	reported. We will ensure staff know who to report matters to and will develop better intelligence to identify problem areas	The ODRM's will gather intelligence in conjunction with Operational Workforce managers in order to analyse information in relation to numbers of employee relations cases, levels of sickness and turnover. ODRM's and Operational Workforce managers to meet regularly in order to triangulate data and intelligence	<p>Commencing Spring/Summer 2022 . Information will sit on Sharepoint pages (previously on Intranet which has now changed – new OD space under development currently) and full communication strategy in place for Working in Confidence platform. In the interim colleagues can be signposted to OD Relationship Manager Team (Head of People and Organisational Effectiveness) and Culture & Workforce Experience Teams (Head of Culture and Workforce Experience) in OD</p> <p>Head of People and Organisational Effectiveness - Assistant Head of Workforce to review every 6 months to ensure appropriate trend analysis available. Head of People and Organisational Effectiveness to add</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
			<p>appropriate on the ground intelligence</p> <p>Information to be shared/analysed as part of the People Culture Plans</p>
<p>5. Perception that development and training opportunities are not open to all</p>	<p>Change the process in order to ensure that L&D opportunities are more accessible and available to all staff</p>	<p>Equitable Access to Training questionnaire has been distributed to all HB employees, including targeted interventions through BAME and other groups. 9% staff engagement. This will form part of a report with recommendations</p> <p>Employability Skills training will be available to access support including applying for a job and interview skills</p>	<p>Head of Workforce, Education and Development March 2022</p> <p>Learning and Development Manager May 2022</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
<p>6. Training should be available for Managers in order for them to better understand the opportunities and differences in tackling issues concerning BAME staff to promote cultural awareness</p>	<p>Provide appropriate training for Line Managers</p>	<p>Cultural Competence Training Package will be developed and bought to the BAME T&F group for final sign off</p> <p>Managers skills programme is under development and will include understanding the opportunities and differences in tackling issues concerning BAME including unconscious bias. This will be available to all managers</p>	<p>Learning and Development Manager July 2022</p> <p>Learning and Development Manager June 2022</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
<p>7. Members welcomed the change of approach from formal B&H complaints to Respect and Resolution – but how will we know if it's been successful?</p>	<p>Increase awareness of the change in the Policy Framework</p>	<p>Just in Time video on new HWR Policy being prepared. Communication strategy to be implemented, this will include but is not limited to;</p> <ol style="list-style-type: none"> 1. Educational videos & Webinars i.e Cuppa Conversations 2. Information cascaded on OD SharePoint pages via a dedicated landing page, with posters with QR codes located on-site 3. Informal resolution and training workshops 4. Internal Facilitated Conversations and Mediation network <p>Questionnaires will be issued to all parties involved at the end of each case which has necessitated the involvement of the Operational Workforce team in order to assess whether the individuals felt the new process had been helpful/beneficial</p> <p>All training sessions and materials to reflect HWR</p> <p>Informal interventions by the OD Relationship Manager team when staff reach out to ask for help. Backstage work that's not recorded, but intelligence gathered</p>	<p>Head of Culture and Workforce Experience – April 2022 – will be part of the ongoing implementation of Healthy Working Relationships agenda</p> <p>Assistant Head of Workforce /Workforce Team – Questionnaires in draft to be completed end June 2022</p> <p>Learning and Development Manager April 2022</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
			Head of People and Organisational Effectiveness (already in action)

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
<p>8. Development opportunities / time off / flexibility / training requests etc not permitted within the department. (We were unsure whether this was a reflection of poor management generally or was specific to BAME staff) - numerous specific issues of unfair treatment / possible discrimination were raised during the T&F Lived experience sessions</p>	<p>Commit to looking into specific cases and work with local management. Links to Action 1 in relation to reporting issues as they arise.</p> <p>Members of the Operational team will link directly with the BAME representative raising the issue and will determine whether action is needed</p>	<p>Operational Workforce team to commit to looking into specific cases as reported</p> <p>Education & Development are developing a new study leave system whereby all requests will be recorded to identify trends in approval/declines. This also allows Education & Development to understand reasons for lack of declined applications.</p> <p>Commit to investigating the specific issues raised in a way the individual feels comfortable with</p>	<p>Respective Assistant Heads of Workforce ie Pembs/Ceredigion Carmarthenshire – immediate</p> <p>Learning and Development Manager Learning & Development Manager</p> <p>Member of the Operational Workforce team to meet the individual group member to gather more information and then determine most appropriate way forward</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
<p>9. Perception that there's nothing in place to support those who have raised complaints or feel they have been mistreated</p>	<p>Support individuals to process their emotions/reactions to the experiences</p>	<p>This will be a multi team approach dependent on whom the person reaches out to. This may include the Operational Workforce Team or the OD team.</p> <p>Ability to access help from the OD service will be found on the new intranet page which is being developed Signposting individuals to the relevant and appropriate support pathway. This will depend on how a referral or cry for help is raised, but all made to the OD service will go through our Commissioning space which will ensure the best person supports</p>	<p>Head of People and Organisational Effectiveness – ODRM Team</p> <p>Cultural Diversity & Inclusion Manager</p> <p>Head of Culture and Workforce Experience – Mediation Support</p> <p>Consultant Clinical Psychologist – Staff Psychological Well Being</p> <p>Head of Occupational Health – Occupational Health</p>
<p>10. Perception that Job Descriptions unconsciously exclude BAME staff due to inclusion of unnecessary 'essential' requirements which disadvantage BAME staff</p>	<p>Commit to reviewing all Person Specification requirements before posts are advertised</p>	<p>New template being designed for Job Description and Person Specifications. EQIA will be undertaken on all drafts under consideration. Discussion already taken place with member of the B&H T&F Group who volunteered to discuss this issue with the lead for this project</p> <p>JE team review quality of job descriptions to identify any discriminatory text. Trained job matchers cover discrimination matters in their training and apply this knowledge when reviewing job descriptions and person specifications in matching panels</p>	<p>Senior Workforce Manager (Workforce Efficiency, Job Evaluation and Business Support) - 31.3 2022 - Complete</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
		Guidance and examples available on the Job Evaluation page on the Intranet 'Discriminatory words and phrases used in job adverts and person specifications	
11. Cultural change is needed as BAME staff perceive that they need to work twice as hard to progress	Ensure all staff irrespective of ethnic origin feel that career development and progression within the Health Board is equally as accessible	<p>Ensure all vacancies are advertised openly to via TRAC/NHS Jobs</p> <p>Ensure candidates are routinely offered feedback if unsuccessful at shortlisting or interview stages</p> <p>This will be achieved via management training on best practice inclusive recruitment.</p> <p>Employability support sessions to be designed that will support with applying for a job, preparing for an interview and interview skills.</p>	<p>Head of Recruitment and Workforce E,D &I – immediate and ongoing</p> <p>Learning and Development Manager 10/2022</p>
12. Perception of bias on interview/selection panels if they don't include a BAME panel member	Ensure Appointing Managers and stakeholders involved in the recruitment process complete E&D Mandatory Training and access specific inclusive recruitment and selection training which focusses on avoiding discrimination	<p>Consider recording interviews so they could be reviewed if there was a query afterwards</p> <p>Consider whether it is practicable for a BAME rep to be available for all interviews or those where there is a BAME candidate</p> <p>Management training on best practice inclusive recruitment to be delivered</p>	<p>Head of Recruitment and Workforce E,D &I. Prepare paper for T&F group setting out both actions and recommendations by 30.6.22</p>
13. There aren't enough BAME trained investigators or trained panel members to ensure ethnicity balance on formal ER panels etc	Commitment to addressing this issue by training more IO's from a BAME background and also panel members in respect of formal hearings	Operational Workforce team to encourage additional IO's to come forward from BAME background. Positive action statements to be included in future adverts for Bank IOs	<p>Head of Workforce & OD – immediate.</p> <p>Consultant Surgeon/Deputy Medical Director/Assistant Director of Nursing contacted colleagues to encourage</p>

What we heard:	What we aim to do:	We will achieve this by:	Lead for Action / Timeline:
			involvement/training in these processes.
		Review disciplinary and appeal panel make up and wherever possible ensure BAME representation . Operational update sent to the Team in Feb 2022	Head of Workforce & OD immediate
14. Staff do not feel safe returning to work after a period of sickness after raising a B&H complaint	Ensure staff member feels fully supported during any period of absence and subsequent return to work.	Appoint designated Operational Workforce Advisor to support the staff member to ensure they feel fully supported during their period of absence and return to work.	Assistant Head of Workforce/ Operational Workforce Teams - Immediate

Primary measures of success

Measure	Data Source	Lead for data
<p>Improved employee engagement in BAME staff group</p> <p>Hywel Dda is employer of choice for BAME staff in a culture free from bullying and harassment which improves employee engagement</p> <p><i>% score for BAME staff compared to other staff groups.</i></p> <p><i>Change in % trend over time compared to baseline</i></p>	<p>NHS Wales Staff Survey</p> <p>Monthly pulse surveys</p>	<p>Head of Culture and Workforce Experience</p>
<p>Improved retention in BAME staff group</p> <p>Hywel Dda is employer of choice for BAME staff in a culture free from bullying and harassment which reduces turnover</p> <p><i>% score for BAME staff compared to other staff groups</i></p> <p><i>Change in % trend over time compared to baseline</i></p>	<p>ESR</p>	<p>Head of Digital Workforce Solutions</p>

<p>Increase in WTE in BAME staff group</p> <p>Reputation of Hywel Dda as employer of choice for BAME candidates in a culture free from bullying and harassment</p> <p><i>% WTE for BAME staff compared to other staff groups</i></p> <p><i>Change in % trend over time compared to baseline</i></p>	ESR	Head of Digital Workforce Solutions
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Secondary measures of success

Measure	Relates to action plan number	Data Source	Lead for data
<p>Number of formal B&H cases involving BAME staff compared to the workforce profile of BAME staff</p> <p><i>Change in trend over time compared to baseline</i></p>	1,2	Operational Workforce teams	Head of Workforce
<p>Increase in take up of exit interviews in BAME staff group</p> <p><i>Change in trend over time compared to baseline</i></p>	3	Culture and Workforce Experience team	Head of Culture and Workforce Experience
<p>Training and Development accessed by BAME staff compared to the workforce profile of BAME staff</p> <p><i>Change in trend over time compared to baseline</i></p>	5	Learning, Education and Development team ESR data	Learning and Development Manager
<p>Equality and Diversity Mandatory training compliance against 85% target for all staff groups</p>	6	Learning, Education and Development team ESR data	Learning and Development Manager

Cultural Competence, Unconscious Bias, Active Bystander training delivered Number of individuals who have accessed training	6	Strategic Partnerships team	Head of Partnerships, Diversity and Inclusion
Number of Case Investigators/Investigating Officers trained from BAME staff group compared to the workforce profile of BAME staff	14	Operational Workforce teams	Head of Workforce
Increase in concerns being raised by BAME staff group via the Working in Confidence Platform demonstrating that voices being heard is encouraged and staff are aware of how to raise concerns	7	Culture and Workforce Experience team	Head of Culture and Workforce Experience
Staff Survey/Pulse Survey results on specific B&H issues in BAME staff group	7	Culture and Workforce Experience team	Head of Culture and Workforce Experience
Review data available on Facilitated Conversation Network and formal mediation cases in BAME staff group	7	Culture and Workforce Experience team	Head of Culture and Workforce Experience