

Workforce Race Equality Standard (WRES) Action Plan 2018 – 2019

Item	Activity/Work Piece	Outcomes to be achieved	Link to WRES Metric	Expected date of completion	Key actions	Responsible for action
1	The Trusts WRES Data 2018 will be shared across the organisation to raise awareness of the indicators and Trusts data.	A data pack will be produced reporting the Trusts WRES Data 2018. The pack will be issued to Executive Team, Deputy Directors and Service Managers to increase awareness of NHFT WRES data and the action plan. It is expected WRES data will be discussed at DMT meetings with feedback welcomed.	All Metric	Data packs to be completed by 30.09.18 Data pack to be shared, reviewed and actions feedback by 31.12.18	<ul style="list-style-type: none"> Produce Data Pack Share with Managers Share WRES Data Trust wide Ensure WRES discussion is included on Exec Board and Directorate Management Team (DMT) meetings Collate Feedback 	HR to produce the Data Pack Executive Team / Senior Managers to review
2	Improve the self-reporting of ethnicity from 91.67% to at least 95% to improve the validity of the WRES data	Increasing the self-reporting of ethnicity will provide a more comprehensive data set by which to assess the workforce profile of the Trust at all grades. The Trust will request colleagues complete the 'personal information' section on ESR self service on a quarterly basis. This action links to the Trust Equality Objectives.	All Metric	All Staff Comms Q2 by 30.09 Q3 by 31.12 Q4 by 31.03 Annual contact in Dec 2018 Trust data to improve by 31.03.19	<ul style="list-style-type: none"> Review completion of data at Recruitment stage to ensure data collected at the start of employment Contact staff annually who have not self-reported their ethnicity and provide an opportunity to update Trustwide Communication to be issued to encourage colleagues to update their personal information on ESR 	HR to review recruitment data HR to contact staff annually Comms to develop Trustwide Comms

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3	To increase cultural awareness and understanding of the challenges faced by BME staff within the Trust, 8 Executive Board Members will be reversed mentored by BME colleagues.	<p>Increase in cultural awareness of Executive Members as evidenced by Research Project led by Stacey Johnson (University of Nottingham).</p> <p>Positive feedback from Mentors as part of the project review led by Stacey Johnson.</p> <p>Extension of the project to middle managers / Non-Executive Directors in early 2019.</p>	All Metric	<p>Mentoring to be completed 31.10.018</p> <p>Analysis of research and report to be completed 31.12.18</p>	<ul style="list-style-type: none"> Review project with all stakeholders and assess outputs Stacey Johnson to interview Exec Board members, analyse results and produce a report Complete research project Decide on extension of project and arrange mentoring pairs and preparation training 	HR & Stacey Johnson
4	Deliver career development workshops tailored to the needs of BME colleagues. The workshops will operate as action learning sets to provide a safe space for colleagues to explore challenges / barriers to career development, receive feedback and develop strategies to enhance their career development	<p>Aim for 30 colleagues to attend workshops over 3 cohorts</p> <p>Positive feedback from workshops with colleagues feeling more equipped to develop their career</p> <p>Increase in representation of BME colleagues in bands 7 and above</p>	Metric 1 & 7	1 st Cohort to be commenced by September 2018	<ul style="list-style-type: none"> Advertise events Seek attendees Review feedback If feedback is positive then plan for 2nd cohort to commence in December 2018 or January 2019 	HR, BME Network & Action Learning Set Facilitator

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5	Produce a deep dive analysis of the Trusts recruitment data to highlight areas of concern in terms of likely appointment to Bands, Services or Teams.	<p>Analysis of recruitment campaigns to identify success rates of BME candidates</p> <p>Identify teams / bands where there appears to be a lower likelihood of success for BME candidates</p>	Metric 2 & 7	<p>Data analysis by 30.11.18</p> <p>Report feedback by 28.02.19</p>	<ul style="list-style-type: none"> Time period for analysis to be agreed Raw data to be provided by Recruitment Team Analysis to be completed by BME Network Leads Results to be shared with Executive Team, Deputy Managers, Service Managers & BME Network 	<p>HR, Recruitment Team, BME Network</p> <p>Senior Managers to review findings</p>
6	All interviews for posts Band 8a and above will include a BME panel member.	<p>Evidenced attendance of a BME panel member as part of the assessment at Band 8a and above.</p> <p>Increased confidence in the assessment process for BME candidates, increasing the likelihood of success</p> <p>Increased assessment skills for BME colleagues involved in interview processes</p>	Metric 1, 2 & 7	31.10.18	<ul style="list-style-type: none"> Communications to Trust / Managers to advise of requirement Identify pool of BME colleagues to be members of interview panels Deliver assessment training if required Monitor impact 	HR / BME Network / Senior Managers / Comms
7	<p>Continue to embed the Cultural Ambassador (CA) role developed by the Royal College of Nursing (RCN).</p> <p>NHFT currently has 5 Cultural Ambassadors who received training in November 2017. The role supports the Trust to ensure the disciplinary process is fair, equitable and reduce the adverse impact on colleagues from BME backgrounds.</p>	<p>All disciplinary cases involving a BME colleague at both formal and informal stages, to be allocated a Cultural Ambassador</p> <p>All disciplinary cases involving a BME colleague to be reviewed by a Cultural Ambassador before progressing to a formal case</p>	Metric 3	<p>CA's to be allocated to cases from 01.04.18</p> <p>Results to be reviewed throughout the year</p>	<ul style="list-style-type: none"> Complete CA role profile to give clarity on role and share with HR Develop CA referral form Link with another Trust to share learning of CA project Meetings with CA scheduled for every 2 months to discuss issues / project Review impact 	HR / Cultural Ambassadors / RCN

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8	Review the systems used to record applications from colleagues seeking to access non mandatory training	Currently information is recorded in ESR and on 2 separate spreadsheets with information held by 3 teams. Explore if data can be recorded in a central source to improve monitoring & reporting	Metric 4	Meeting with data holders scheduled by Nov 2018 If applicable, revised data recording in place by 31.03.18	<ul style="list-style-type: none"> Review current recording systems Explore the possibility of moving to one system 	L&D / BME Network Lead
9	Deliver two training sessions for Middle Managers to increase awareness and understanding of cultural diversity	Greater awareness of cultural differences, structural discrimination, unconscious bias and the impact on colleagues with protected characteristics	All metric	Planning to commence in Sept 2018 Sessions to be delivered by 31.03.19	<ul style="list-style-type: none"> Identify experienced facilitator Plan sessions Deliver events Determine how to measure impact of learning intervention Review feedback 	HR / Senior Managers / training facilitator
10	Developing a new approach to improve the reporting levels when colleagues unfortunately feel they have been bullied, harassed or abused by patients and staff members.	More visual promotion of a zero tolerance approach to abuse from patients. Improvement in Staff Survey responses regarding experiences of bullying, harassment & abuse from patient and staff	Metric 5 & 6	31.03.19	<ul style="list-style-type: none"> Develop new approach Exec sign up to programme of activities 	HR, Freedom to Speak Up Champions, Trade Unions & Staff Networks
11	The Trust will actively promote the 'Your NHS Career' workshop colleagues from BME backgrounds via the BME Staff network. The workshop is designed to improve colleagues skills and knowledge with applications, interview and selection methods	Once schedules for the workshop are determined the Trust will set a target number of BME colleagues to attend.	Metric 1, 2 & 7	Workshop design to be completed by Dec 18 Workshops scheduled by 31.03.19	<ul style="list-style-type: none"> Finalise the 'Your NHS Career' Workshop Determine target numbers and establish target number of BME colleagues to attend Publicise events 	L&D, BME Network

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12	Facilitated feedback for individuals from BME communities who apply for roles at Band 7 and above, who are shortlisted but are unsuccessful at interview	<p>Evidenced feedback for unsuccessful BME candidates</p> <p>Increased focus from managers on the need to provide feedback and evidenced decision making</p> <p>Improved awareness and feedback for unsuccessful candidates</p>	Metric 1, 2 & 7	Feedback sessions to commence by 31.12.18	<ul style="list-style-type: none"> Communicate requirement to provide evidenced feedback to senior management team Identify facilitators to support feedback process Establish mechanism to report Band 7 and above posts and unsuccessful candidates Establish a reporting log Access impact 	HR, Senior Managers
13	BME staff engagement events led by the Trusts BME Network	<p>Three BME staff engagement events to be held throughout the year and be facilitated by the Trusts BME Network. The events will provide qualitative data on how BME colleagues feel about the Trust</p> <p>Events will be an opportunity for the BME Network to feedback to colleagues on the 2017 & 2018 action plans and successes in developing a diverse workforce</p>	All Metric	31.03.19	<ul style="list-style-type: none"> Schedule Events Determine format Hold events Collate feedback 	BME Network
14	Produce a WRES analysis for NHFT Staff Bank	Increased understanding of the profile of staff bank and experiences of bank workers	Separate WRES Analysis	31.03.19	<ul style="list-style-type: none"> Identify means to survey bank workers Produce data sets and analyse Report to the Exec Team, Bank Manager, Senior Managers & HR 	HR, Staff Bank, Recruitment