

Northamptonshire Healthcare NHS Foundation Trust WRES Action Plan 2016-2017

The Trust is committed to creating a culture that embraces and celebrates equality, diversity and inclusion, is underpinned by the trust values and the NHS constitution. We recognise that the WRES action plan in isolation is only part of the solution and therefore this plan should be viewed in conjunction with Trust People and Quality strategies of the Trust.

Item	Activity/Work Piece	Details/Outcome to be achieved	Expected date of completion	Key actions	Responsibility for action	Date achieved/progress Red = yet to begin Amber = in progress Green = completed
Governance/Assurance						
1	KPI reporting - Continue to table HR reports on diversity for discussion with the Diversity group to track performance.	Increased visibility of trust performance. Improved assurance of progress. Improved performance against WRES KPIs	On going	Review metrics and take appropriate action. Identify trends/root cause etc.	HR	HR reports being shared regularly at EAIB and Trust Performance Committee.
2	Develop and agree a standardised workforce metric to be considered by the Equality and Inclusion Assurance Board and the Performance Committee	Increased visibility of trust performance. Improved assurance of progress. Improved performance against WRES KPIs	September 2016	Review existing metrics/best practice. Design metric/reporting frequency/reporting framework e.g. embed into Board assurance frameworks/PSED2 mechanism etc.	HR/E&I Lead	WRES Quarterly figures presented at each EAIB. HR report presented at Trust Performance Committee.
3	Routine scheduled audit of recruitment/disciplinary/capability/grievance/ bullying & harassment outcomes	Adverse outcomes identified/understood and acted upon. Improved performance against WRES KPIs	Sept 16 and on-going	Design audit process, create templates, conduct initial audit and then develop on-going schedule aligned to policy review/EIA	Independent HR Professional	Audit for 2016 focusing on disciplinary complete and outcomes shared with BME Network Lead. Further work to

				requirements and specific policy monitoring requirements.		be developed within focus groups to deep dive perceptions further.
4	Audit of recruitment outcomes following the introduction of a diversity statement to advertising process.	Understand whether there has been a positive impact on recruiting a diverse range of staff.	October 2016	Design audit process, create templates, conduct initial audit and review results to determine if any further action is required.	HR	It has been difficult to identify the data needed to support the audit activity and in conjunction with the BME Network Lead and Equality & Inclusion Officer it was agreed that an audit will not resolve the area of concern and improve career progression / selection outcomes for BME colleagues. New actions will be developed in partnership for the 2017/18 WRES
5	Continue to conduct EIA on all organisational change programmes pre and post implementation.	Adverse outcomes mitigated/identified/understood and acted upon. Improved performance against WRES KPIs	On-going	Review EIA outcomes and take appropriate action. Identify trends/root cause etc. Equality impact assessments to be published and actions to be monitored	Organisational change programme lead e.g. sponsoring director/manager etc.	EIAs continue to be completed for each Programme.
6	Regular reporting of WRES action plan progress, to include outcomes of policy audits etc.	Assurance provided to E&I board and performance committee. Improved performance against WRES KPIs	October 2016 and on-going	Include progress in annual workforce report. Agree frequency and	HR and nominated members of BME network	HR data included in annual equality report. WRES action plan

				format of mid-year reporting.	and E&I team	updates shared with Network Leads quarterly meeting.
7	Review the reasons why staff under report their ethnicity.	Understand specific barriers and address these.	December 2016	Review root cause and then take appropriate action.	HR	Focus group held on 28 February 2017 with Equality Network Leads and Trade Unions

Policy development/review

8	Further enhancement of recruitment and selection policy, building on changes made in 15/16.	Ensure continues to be fit for purpose, represents best practice and minimizes/mitigates any adverse outcomes identified in routine recruitment audits. Improved performance against WRES KPIs	October 16	Draft policy Consultation/approval Implementation – briefing/training. Audit impact of 15/16 changes to recruitment process to assess impact on KPIs.	Trudy Martin/HRBPs	Recruitment Policy and Procedure review completed. Final policy publication on hold to incorporate any recommendations from external audit undertaken in May 2017.
9	On-going review of key HR policies including disciplinary, grievance, capability, bullying and harassment in line with policy review timetable/legal changes.	Ensure continues to be fit for purpose, represents best practice and minimizes/mitigates any adverse outcomes identified in routine audits. Improved performance against WRES KPIs	In line with policy review schedule	Allocate policy for review in line with individual policy review dates.	HR	All policies have been reviewed within required timescales. Forthcoming review dates diarized.
10	Review exit interview data for BME staff leaving the organisation.	Reduce avoidable turnover of BME employees e.g. due to culture/lack of progression etc.	Initial review in November and then twice yearly.	Review exit interview process to ensure BME staff are offered opportunity to complete exit interview. Identify any trends and take any mitigating action identified.	HR	Exit interview data scrutinized for all exiting employees. Reviewing ability to pinpoint data for BME staff.

Learning and Development

11	Continue to run the induction module on equality, inclusion and human rights.	Key messages of value, respect, inclusion are embedded at the start of the employment journey for all new starters.	On-going	Evaluate as appropriate.	E and I	Module continues to be run across all Induction programmes.
12	Review and revise current induction and mandatory training programmes (as appropriate) to ensure equality and inclusion, trust values/behavioral framework, NHS Constitution themes are embedded/reinforced.	Key messages of value, respect, inclusion are embedded throughout all learning modules in an appropriate way.	March 2017 or in line with content review scheme whichever is earlier.	Brief content owners on requirement and approach.	Anne Linsell, E&I	Embedded in induction programme.
13	Build on success of the targeted recruitment skills workshops implemented in 15/16 through development and rollout of Career Development & Interview Skills Workshop	Specific targeted career development/interview skills for BME staff and others to encourage upward progression. Staff will be able to identify their blockers to success at interview stage and will have a clearer vision of where they want to get to in their career and what they need to do to get there. Conversion rate from application to appointment for internal BME staff will improve.	September 16 and on going	Schedule rollout plan. Advertise course initially to targeted audience and then to wider pool. Evaluate 15/16 workshops to assess impact e.g. if resulted in improved career outcomes for attendees/increased confidence etc.	Anne Linsell	Career development workshop held on 7 October 2016 and evaluation shared with BME network lead.
14	Enhance and further embed emotional mastery/cognitive behavioral therapy approaches as part of the new leadership development programme – “Leadership matters” particularly through inclusion of Trust behavioural framework.	Develop programme to support band 7’s and above and Band 6 with leadership aspirations to focus on developing their emotional mastery/cognitive behavioural skills to equip them to manage difficult conversations/performance/conduct issues. Modules to include	Timeframe aligned to leadership development programme rollout	Develop module content, pilot, rollout, evaluate.	Anne Linsell	Leadership Matters programme rolled out Autumn 2016 with ongoing evaluation.

		impact, influence, courageous conversations etc.				
15	Further review and revise the existing recruitment and selection training for managers.	<p>To include awareness raising of any policy revisions as well as a more focused values based, culturally aligned recruitment approach. Also greater focus on interview technique. Build in additional equality and diversity awareness e.g. understanding unconscious bias, cultural differences etc.</p> <p>Mandatory to all band 7's and above and Band 6 with leadership aspirations.</p> <p>Conversion rate from application to appointment for internal BME staff will improve.</p> <p>BME staff belief in equality & diversity in career progression as measured by staff survey will improve.</p>	November 16 and on-going	<p>Research best practice.</p> <p>Source feedback from recent applicants/appointing managers on existing process.</p> <p>Revise workshop, rollout, evaluate.</p>	Anne Linsell/Trudy Martin/Nicola Morrison	Updated training now being delivered.
16	Identify career development mechanisms such as career coaching and role model mentoring to offer to staff	Identify if there is a requirement for additional courses in this area that specifically identify the challenges BME staff and	December 2016 and on-going	Joint working with the BME network to identify other development areas for BME staff career	Trudy Martin Nicola Morrison E & I Department	<p>Coaching sessions offered to all NHFT employees.</p> <p>Focus groups held in</p>

		potentially staff from the other networks face in interviews with the aim of identifying development support to address these issues.		development		<p>January & February 2017 explored challenges faced/support to address.</p> <p>Action for WRES 2017/18 to develop interview support for BME staff</p>
Engagement						
17	Continue to develop and build on the success of the BME network engagement activities.	On-going implementation of the Engagement strategy to engage with BME Staff, Community Members and Service users in order to increase participation and engagement in the life of the Trust, Membership of the Trust and participation in BME focused Projects.	On-going	<p>Support delivery of key projects within WRES action plan.</p> <p>On-going rollout of engagement activities identified with engagement strategy.</p>	BME Network E&I and HR	<p>'Moving Ahead' Community Engagement Project commenced in January 2017.</p> <p>Focus groups held in January & February 2017, focusing on 1) Recruitment and Equal Opportunities, 2) Reasonable adjustments and flexible working and 3) Positive action on diversity.</p> <p>Engagement events for 2017 /18 to be led by BME network with a flexible approach to reach all colleagues.</p>
18	Publish WRES in a more visible and accessible way via the Trust inter/intranet	Increase awareness of Trust commitment and actions towards ensuring Trust meets PSED	August 2016	Review of existing location (2 clicks away from main home page). Add a	HR	Completed - August 2016

				news item to main web page on publishing WRES to further promote.		
Diagnostics						
19	Deep dive into WRES metrics at directorate/departmental level as far as practicable to enable targeted analysis/intervention where hotspots are identified.	Identifying focused responses to local level data will enable more effective solutions to be developed but also more accountability for improvement. Improved performance against WRES KPIs at a trust and service level.	March 17	Establish availability of source data at directorate/departmental level. Analyse available data Develop locally owned action plans. Scope feasibility of sourcing any gaps in data at directorate/departmental level. Take appropriate action once scoping completed.	HR/ Directorate management	It has been difficult to obtain data to support a deep dive into the WRES metrics at a directorate / departmental level. It has been possible to identify directorate level information for WRES metrics 1 and 2. The Trust will embark on a new recruitment system to improve reporting in 2017.
Support Services						
20	Raise awareness of team and individual mediation services available to staff/managers	Identify and address issues before they can escalate. Reduce conflict, bullying and harassment incidents, escalation to formal disciplinary processes etc.	September 2017 and on-going	Communication cascade	Anne Linsell/Comms	Mediation services promoted via 'Staff Room' intranet page and Trade Unions supporting colleagues.