

WRES Action Plan 2017/18

WRES	What do we plan to do?	How? Implementation Initiatives?	Lead	Timescale	Success Measure
<p>1.0 WRES 1</p> <p><i>From 2016-2017 Reporting Period: BME 41.4% White 54.4%</i></p> <p><i>The data shows that BME staff is an under-represented group in the upper bands. This was a similar pattern to the previous year.</i></p>	<p>Encourage accountability</p>	<p>1.1.1 Relevant department or profession to account for interview outcomes whilst considering what continuous improvement methods might assist in improving/changing patterns of appointment and promotion.</p>	<p>Divisional Level</p>	<p>December 2018</p>	<p>Currently band 8a+ staff is 24% BME in post; our success measure will be to increase this to 26% in year 1 with a target of 30%.</p>
		<p>1.1.2 Actively contacting all our BME staff in both non-clinical and clinical roles in band 8a+ and above to make them aware of the types of development opportunities available.</p>	<p>Education & Training/ Director of HR and OD; Comms</p>	<p>December 2018</p>	
		<p>1.1.3 Target band 5+ BME staff; encourage to attend courses within our internal Leadership Academy catalogue.</p>	<p>Education & Training/ Director of HR and OD</p>	<p>December 2018</p>	
		<p>1.1.4 Prioritise building the capacity and capability for Organisational Development work: e.g. in line with the Trust's leadership programme and implementation plans aimed at developing four critical capabilities : <i>Compassionate, Inclusive Leadership Skills; Improvement Skills; Talent Management Systems, and Systems Leadership Skills</i> (as detailed in Developing People-Improving Care, 2016).</p>	<p>Education & Training</p>	<p>December 2018</p>	
		<p>1.1.5 Evaluate the NHS Leadership Academy Development Programmes by identifying attendees; assessing the experience of attendees and impact/s of their attendance on their career progression.</p>	<p>Education & Training</p>	<p>December 2018</p>	

		1.1.6 Produce monthly workforce reports on indicators 1, 2, 4 & 7.	Workforce Information	December 2018	
		1.1.7 Report on/analyse data by Division and Care Group to establish progress on ethnicity gap relating to WRES.	Workforce Information/ Senior HR Advisor/D&I Manager	12 months	
		1.1.8 Working closely with NHS D&I (E&D) Council to launch system-wide interventions to address discrimination against those with protected characteristics; using action research.	Director of HR and OD/ Senior HR Advisor/D&I Manager	12 months	
2.0 WRES 2 <i>From 2016-2017 Reporting Period:</i> <i>To address that non BME shortlisted applicants are 2.6 times more likely to be appointed than BME shortlisted applicants.</i>	Support BME staff who are capable of or are attempting promotion within bands 8a+.	2.1.1 Unconscious bias training to be extended to all decision makers on Recruitment panels.	Education & Training; Recruitment and HR Operations	12 months	An improvement in figures between the percentage of BME staff shortlisted and appointed.
		2.1.2 Develop fully unconscious bias within the Values based Recruitment and D&I -learning modules (currently some elements are addressed but current module is general D&I).	Education & Training	12 months	
		2.1.3 Unconscious bias modules to be included in the "Passport to Management" two day training course for all managers.	Education & Training	12 months	
		2.1.4 Scope funding for the Ready Now Programme (NHS Leadership Academy funded; course entry criteria is only for 8a+);	Education & Training	12 months	
		2.1.5 Explore/promote and encourage applications from BME staff in bands 8a+ to apply.	Education & Training	12 months	
		2.1.6 Identify a pool of Mentors/Buddies (Band 8a+) from across all disciplines and all ethnic backgrounds to support BME candidates with interview skills and	Director of HR and OD/Education and Training	12 months	

		techniques.			
		2.1.7 Explore TRAC to see if our BME staff are actually applying for our band 8a+ posts and check outcomes (not being shortlisted or appointed or they are just not applying); monitor all applicants, internal and external to see how things look statistically (with a focus on encouraging our own staff).	Recruitment	12 months	
		2.1.8 TRAC to be explored around the auditing of ethnicity in relation to un/successful applicants (taking account of when multiple posts are advertised and/or appointed for and repeat applicants – i.e. distortions of figures).	Recruitment	12 months	
3.0 WRES 3 <i>From April 2015-March 2016 and April 2016-March 2017 Reporting Period:</i> <i>To address that BME staff are 2.05 times more likely to enter into formal disciplinary process.</i>	Encourage a learning culture rather than blame culture.	3.1.1 Promote the use of the Informal stage of the disciplinary process for all staff, for minor issues.	HR Operations	12 months	Reduce likelihood of BME staff entering a formal disciplinary process.
		3.1.2 Provide training to managers to develop confidence in applying Informal strategies with all staff.	HR Operations	12 months	
		3.1.3 Research other NHS Trusts to explore/compare actions taken to resolve.	Senior HR Advisor/D&I Manager	12 months	
		3.1.4 Advise, influence and offer challenge on the appropriateness or otherwise of a Formal investigation, taking account of Informal routes for the learning and/or improvement approach.	HR Operations	12 months	
		3.1.5 Offer opportunities to consider Mediation	Staff Support Service	12 months	
		3.1.6 Explore extending Reflective Practice service	Staff Support Service	12 months	
4.0 WRES 7 <i>From 2016-17 Reporting Period:</i>	Formalise access to “acting up” opportunities.	4.1.1 Further review of Acting-up positions to make sure they are coming to an end as planned, not	Divisional Level	12 months	Currently 63%, to increase this to 70% in year 1.

<p>63% of BME staff believe that the Trust provides equal opportunities for career progression or promotions;</p> <p>Average (median) for combined Acute and Community Trusts 75%.</p>	<p>Levelling the pre-interview playing field.</p> <p>Opportunities for stretch assignments.</p>	longer than 6 months (except LTS/maternity) and monitor who has been selected to Act up.			
		4.1.2 Develop systems to ensure that access to staff development and support is fairly shared – especially Acting- up, Secondments, Shadowing and taking part in projects.	Divisional Level		
		4.1.3 Create a pool or rota for all staff capable and willing to “Act up” (pro-active Succession Planning)	Divisional Level		
		4.1.4 All Acting-up posts to be formally advertised.	Divisional Level		
		4.1.5 Development of system/s to ensure that access to staff development and support is fairly shared – especially Acting- up, Secondments, Shadowing and taking part in projects.	Divisional Level		
		4.1.6 Run a monthly report on Acting- Up and Secondment opportunities within the Trust, comparing BME and non BME staff in post; data analysed by Division and Care Group with the aim of sharing best practice and identify where and what specific improvements are needed.	Workforce Information		
		4.1.7 Review Trust guidance on Acting-up and Secondment arrangements.	Senior HR Advisor/		
		4.1.8 For ‘Hard to Fill’ posts support staff to develop within a year if person specification or criteria not fully met.	Divisional Level	12 months	
		4.1.9 Appoint a Diversity and Inclusion Manager.	Director of HR and OD	12 months	

		4.1.10 Develop an Emerging Leaders Programme for all staff up to and including band 6 (and equivalent).	Education & Training	12 months	
		4.1.11 Promote the use of the Appraisal system to communicate career goals and aspirations.	Education & Training/HR Operations/ Divisional Level	12 months	
		4.1.12 Develop an Interview Skills course (include Personal Branding, Impact and Confidence); to include career development module.	Education & Training/HR Operations	12 months	
<p>5.0 WRES 8</p> <p>From 2016-17 Reporting Period:</p> <p><i>20%. The data shows that BME staff are more likely to experience discrimination at work from managers, team leaders or other colleagues;</i></p> <p><i>Average (median) for combined Acute and Community Trusts 14%.</i></p>	<p>Commit to improving the BME experience in relation to reports of discrimination at work from managers, team leaders or other colleagues.</p>	5.1.1 Analyse turnover and exit interviews data (i.e. identify numbers of BME completing exit interview questionnaires); and informal intelligence to identify areas of good and poor practice/s.	Workforce Information/ Senior HR Advisor/D&I Manager	12 months	Reduction in year 1 to 16%; longer term 10%.
		5.1.2 Proactively and preventatively ensure worker wellbeing and the fostering of good relations by targeting specific Divisions/Care Groups perceived poorly by staff as indicated by the Staff Survey.	H&W Lead; Staff Support Service; LIAiSE	12 months	
		5.1.3 Encourage employees and managers to engage in early and informal resolution of concerns.	HR Operations; Staff Support Service; LIAiSE	12 months	
		5.1.4 Develop and deliver (on-line and course-led) Bullying and Harassment Training for all people managers (i.e. Managing Concerns raised by Employees).	Education & Training/HR Operations	12 months	
		5.1.5 Bullying and Harassment module to be included in the "Passport to Management" course (review March 2018).	Education & Training/HR Operations	12 months	
		5.1.6 Develop and promote widely	HR	12 months	

		a Values and Behaviour Charter.	Operations/ Staff Survey Working Party		
		5.1.7 Develop Customer Care Standards for Behaviour	Education & Training/HR Operations	12 months	
		5.1.8 Set out expectations at Induction and discuss and reinforce at 1:1s and appraisal; “what are our expectations?”	Education & Training/ Divisional Level	12 months	
		5.1.9 Recommend 360° reviews for all middle managers (Bands 5-7) and above	Education & Training	12 months	
		5.1.10 Launch Bullying & Harassment internal helpline and report findings on a monthly basis.	Staff Support Service; LIAiSE	12 months	
		5.1.11 Promote awareness of internal Bullying and Harassment and LIAiSE helplines	Staff Support Service; LIAiSE	12 months	
		5.1.12 Promote awareness of half day Conflict Management Skills workshop for Senior Leaders (band 7+)	Staff Support Service; LIAiSE Comms	12 months	
		5.1.13 Review and promote the Trust Values Policy	Director of HR and OD/Comms	12 months	
6.0 WRES 9	Avoid excessive reliance on “executive search agencies.”	6.1.1 Recruit a diversity executive recruitment specialist to ensure diverse talent pools are presented to the Board for Executive posts.	Director of HR and OD	12 months	Increase to 11%-13%.
From 2016-17 Reporting Period: <i>10% BME; 90% non-BME staff.</i> <i>The data shows that the Trust’s Board (voting members) does not yet fully reflect BME representation within the overall workforce.</i>		6.1.2 Review the data on available talent pools for these roles; ensure there is no evident bias in the appointment process of the available talent.	Director of HR and OD	12 months	

