**Action Plan – *WRES Action Plan***

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| Version | Date |
| App1 | August 19 |
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| **Organisation:** | Stockport NHS Foundation Trust |
| **Lead Officer:** | Annela Hussain |
| **Position:** | EDI Lead |
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| **Status Key** | |
| **1** | Not complete / no progress reported/ timescales not met by more than 6 months/ no evidence provided |
| **2** | Actions partly or mostly achieved / timescales not met by 3- 6 months / some evidence outstanding |
| **3** | All actions complete but awaiting evidence / timescales within 3 months |
| **4** | All actions completed and good supporting evidence provided |

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| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| **Indicator 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. | | | | | | |
| **Trust Position 2018/19 -** Percentage of BAME staff is currently 14.64% % this is an increase of 0.68% on the 2017/18 Trust position of 13.96% | | | | | | |
| 1. 1.1 | **Indicator 1** | Re-launch and promote the reverse mentoring scheme – guidelines and biography’s to be provided. | EDI Lead | December 2019 | Board members to be identified and provide a Bio. EDI Lead to promote to staff Networks.  Gill Clarke |  |
| 1. 1.2 | **Indicator 1** | Further break down the WRES workforce data to highlight representation of BAME staff at each band, to identify barriers to progression | Workforce Analyst | October 2019 | BAME Staff Network |  |
| 1. 1.3 | **Indicator 1** | Develop WRES workforce data at a Business Group Level and share with Business Group Directors in order for them to take local actions | Workforce Analyst | October 2019 | BGD |  |
| 1. 1.4 | **Indicator 1** | Continue to explore and promote internal and external Leadership Programmes for BAME staff at Band 4-6 | EDI Lead | Continuous | 2019 Stepping up Programme has been promoted to Business Managers and BAME Network.  NHS Leadership Academy/Gill Clarke |  |
|  | **Indicator 1** | Ensure the Trust Talent Management strategy incorporates diversity and Inclusion | Head of OD and Learning. | TBC | EDI Lead  Gill Clarke |  |
|  | **Indicator 1** | Encourage participation of BAME staff in leadership development programmes with a view to preparing BAME staff for roles in Bands 8-9 | Head of OD and Learning | TBC | EDI Lead  BAME Staff Network |  |
|  | **Indicator 1** | Ensure the Trust recruitment and retention strategy highlights the WRES data and issues of promotion for BAME staff. | HRBM | Continuous | EDI Lead  Assistant Chief Nurse Recruitment and Retention |  |
|  | **Indicator 1** | Encourage applications from BAME communities to all roles including new roles such as Physician Associates. | Recruitment Manager | Continuous | Mentoring circles DWP workshop  17.10.2019  EDI Lead  BAME Staff Network  Local Stakeholders |  |
|  | **Indicator 1** | Recruitment workshop for career progression to be held to support with application and interview process. | Recruitment Manager | September 2019 | To be delivered on a rolling programme.  Joint event with WDES/ WRES.  EDI Lead  BAME Staff Network |  |
| Target: Increase the numbers of staff from BAME backgrounds at all bands by 5% including bands 8-9/ VSM to reflect the overall workforce by 2021 | | | | | | |

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| **Indicator 2:** Relative likelihood of staff being appointed from shortlisting across all posts. | | | | | | |
| **Trust Position 2018/19 -** 1.04  Relative likelihood of White and BAME staff being appointed from shortlisting is the same  2017/18 – 0.98 | | | | | | |
| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 2.1 | **Indicator 2** | Continue to use diversity statement on Trust website to promote the Trust as an inclusive employer | Recruitment Manager | Continuous |  |  |
| 2.2 | **Indicator 2** | Ensure the EDI and Unconscious bias element of recruitment and selection training is up to date | Gill Clarke | Continuous | To add short exercise/slide /video. Develop guide for less experienced interviewers.  EDI Lead/Recruitment Lead |  |
| 2.3 | **Indicator 2** | Improve the mediums of attraction to reach a more diverse audience for roles Band 8a and above | HR Recruitment | April  2020 | Mapping Exercise to identify local stakeholders.  EDI Lead |  |
| 2.4 | **Indicator 2** | Introduce diverse interview panels for all jobs at band 8 Band 8a and above. | Recruitment  Manager | April 2020 | To recruit and train colleagues as part of a diverse bank panel members.  EDI Lead |  |
| Target: Maintain the likelihood being the same for BAME and white staff being appointed from shortlisting across all posts. | | | | | | |

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| **Indicator 3:** Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. | | | | | | |
| **Trust Position 2018/19: 1.06%**  Relative likelihood of BAME staff entering the formal disciplinary process, is higher than white staff, though this likelihood has reduced over the past year. (A figure of 1 and above indicates BAME staff are more likely than white staff enter the formal disability process )  2017/18 – 1.26% | | | | | | |
| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 3.1 | **Indicator 3** | Ensure that there is a consistent approach to identifying which cases enter into a formal process and challenge where appropriate. | Senior HR Advisor | October 2019 | EDI Lead |  |
| Target: the likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation to be the same for BAME and white staff | | | | | | |

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| **Indicator 4**: Relative likelihood of white and BAME staff accessing non-mandatory training and CPD is the same | | | | | | |
| **Trust Position 2018/19:** The Relative likelihood of white and BAME staff accessing non-mandatory training and CPD is 0.93. (A figure below would indicate that white staff members are less likely to access non mandatory training and CPD). | | | | | | |
| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 4.1 | **Indicator 4** | Ensure EDI monitoring across all key programmes | Head of OD and Learning | Continuous | EDI Lead |  |
| 4.2 | **Indicator 4** | Continue to monitor internal leadership courses to ensure diverse number of staff attending | Head of OD and Learning | Continuous | EDI Lead |  |
| 4.3 | **Indicator 4** | Explore opportunities with the NHS Leadership Academy of having bespoke leadership programmes for BAME staff at Bands 5-7 to help with career progression | EDI Lead | November 2019 | Promoting Harassment and Bullying policy in campaign  Joint event with WDES/ WRES. |  |
| Target: Likelihood of white and BAME staff accessing non-mandatory training and CPD is the same. | | | | | | |

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| **Indicator 5**: KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months | | | | | | |
| **Trust Position 2018/19** White: 21.40% / BAME: 21.43%  BAME and white are equally as likely to staff experience harassment, bullying or abuse from patients, relatives or the public in the last 12 months compared to white staff. Overall there is a reduction in the percentage.  **2017/18** White: 23.6% / BAME: 23.4% | | | | | | |
| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 5.1 | **Indicator 5** | Results for specific staff survey Key Findings broken down by Business Group /service areas to underpin local actions. | Head of OD and Learning | Continuous | This links to current plans of Business Group Action plans developed following staff survey results |  |
| 5.2 | **Indicator 5** | Work with partners including GMP to look at hate crime in the area | EDI Lead | November 2019 |  |  |
| 5.3 | **Indicator 5** | Launch zero tolerance bullying campaign | EDI Lead | November 2019 | Staff networks to develop campaign  Union/BAME Staff Network |  |
| 5.4 | **Indicator 5** | Ensure that staff are being supported by managers if they are perceived to be being harassed, bullied or abused by patients/ service users, their relatives or other member of the public. | HR | November 2019 | Promoting Harassment and Bullying policy in campaign  Joint event with WDES/ WRES.  EDI Lead/Union |  |
| 5.5 | **Indicator 5** | Promote or increase awareness that NHS Stockport Trust is a zero tolerance organisation through the NHS website, patient waiting rooms, reception and within the hospital wards. | EDI Lead | November 2019 | BAME Staff Network |  |
| 5.6 | **Indicator 5** | Ensure that employees are aware of the communication line that needs to be taken to report any bullying or abuse to secure their safety. | HR | November 2019 | Promoting Harassment and Bullying policy in campaign  Joint event with WDES/ WRES. |  |
| 5.7 | **Indicator 5** | Refresh manager’s knowledge of the wellbeing or bullying policy that the Trust have created and ensure that managers abided by the policies and procedure in placed. | HR | November 2019 | Promoting Harassment and Bullying policy in campaign  Joint event with WDES/ WRES. |  |
| Target: A year on year reduction from previous year for all staff, experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. | | | | | | |

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| **Indicators 6**  KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months | | | | | | |
| **Trust Position 2018/2019** White: 22.66% BAME: 25.71%   * BAME staff are more likely to experience harassment, bullying or abuse from staff compared to white staff, there has been a reduction in the percentage of BAME staff experiencing harassment, bullying or abuse over the last year but an increase in percentage for white staff.   Trust position 2017/2018 White: 21.6% / BAME: 27.2 | | | | | | |
| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
|  | **Indicators 6** | Ensure the Trust Values and behaviours are promoted across the Trust | EDI Lead | Ongoing | HR/OD & LD |  |
|  | **Indicators 6** | Results for specific Key Findings broken down by Business Group /service areas and shared across all areas to underpin local actions. | Head  of OD and Learning | Ongoing | Via Business Group Staff Survey Action plans |  |
|  | **Indicators 6** | Launch zero tolerance to bullying campaign | EDI Lead | November 2019 | Promoting Harassment and Bullying policy in campaign Joint event with WDES/ WRES.  Union |  |
| Target: A year on year reduction of staff experiencing harassment, bullying or abuse from staff. | | | | | | |

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| Indicator 7: KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion | | | | | | | | | | | |
| **Trust Position 2017/19** White: 84.7% / BAME: 77.78%  Less BAME staff believe the Trust provides equal opportunities for career progression or promotion compared to white staff.  Trust Position: White: 84.7% / BAME: 73.9% | | | | | | | | | | | |
| Ref | **Standard** | | **Key Actions** | | **Lead Officer** | | **Deadline**  **for action** | | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 7.1 | **Indicator 7** | | Engagement with BAME staff to identify key issues in barriers to career progression thorough workshop with the BAME staff Network. | | EDI Lead | | December 2020 | |  | |  |
| 7.2 | **Indicator 7** | | Acting up and secondment opportunities are promoted to BAME staff through positive action | | Recruitment Manager | | December 2020 | |  | |  |
| 7.3 | **Indicator 7** | | Career Progression workshops for BAME staff | | EDI Lead | | January 2020 | |  | |  |
| 7.4 | **Indicator 7** | | Encourage participation of BAME staff in leadership development programmes with a view to preparing BAME staff for roles in Bands 8-9 | | Head of OD and Learning | | TBC | | EDI Lead/BAME Staff Network | |  |
| 7.5 | **Indicator 7** | | Re-launch and promote the reverse mentoring scheme | | EDI Lead | | December 2019 | | Board members to be identified and provide a Bio. EDI Lead to promote to staff Networks.  Gill Clarke | |  |
| Target: A year on year increase of BAME staff who believe that the Trust provides equal; opportunities for career progression or promotion, where BAME percentage is equal to the white percentage. | | | | | | | | | | | |
| **Indicator 8**: Q17. In the last 12 months have you personally experienced discrimination at work from any of the following?  b) Manager/team leader or other colleagues. | | | | | | | | | | | |
| **Trust Position 2018/2019** White: 4.33% / BAME: 8.70%  BAME Staff are 3 x more likely to experience discrimination at work compared to White staff  2017/2018 – White:5.6% / BAME: 15.5% | | | | | | | | | | | |
| Ref | | **Standard** | | **Key Actions** | | **Lead Officer** | | **Deadline**  **for action** | | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 8.1 | | **Indicator 8** | | Results for specific Key Findings broken down by Business Group /service areas and shared across all areas to underpin local actions. | | Business Groups | |  | | Via Business Group Staff Survey Action plans |  |
| 8.2 | | **Indicator 8** | | Ensure that where allegations of discrimination are identified the terms of reference of the investigation are clear and that, regardless of the outcome, lessons are learnt and fed back into the organisation where appropriate | | HRBM’s | | On-going | | HR Team |  |
| 8.3 | | **Indicator 8** | | Zero tolerance to bullying campaign | | EDI lead | | November 2019 | | Promoting Harassment and Bullying policy in campaign  Joint event with WDES/ WRES.  Unions |  |
| 8.4 | | **Indicator 8** | | Staff training on how to report/manage bullying and harassment | | EDI Lead | | November 2019 | | Promoting Harassment and Bullying policy in campaign  Joint event with WDES/ WRES. |  |
| Target: A year on year reduction in BAME staff experiencing discrimination at work from their manager, team leader or colleagues. BAME percentage to be equal to the white percentage. | | | | | | | | | | | |

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| **Indicator 9** : Percentage difference between the organisations’ Board voting membership and its overall | | | | | | |
| **Trust Position 2018/2019** *BAME* population (8%) | | | | | | |
| Ref | **Standard** | **Key Actions** | **Lead Officer** | **Deadline**  **for action** | **Progress Update**  **Please provide supporting evidence**  **(document or hyperlink)** | **Current Status**   |  |  |  |  | | --- | --- | --- | --- | | **1** | **2** | **3** | **4** | |
| 9.1 | **Indicators 9** | Continue to monitor the diversity of the Board | Director of WandOD | Ongoing |  |  |
| 9.2 | **Indicators 9** | Continue to ensure that any Board recruitment draws a diverse set of candidates | Director of WandOD | Ongoing |  |  |
| Target: Voting membership to represent the current BAME diversity of the workforce which is 14.64%. | | | | | | |

**Action Plan Sign Off**

**Name:** … ………………………… **Date**: …………………………….