**WRES Action Plan 2020/2021**

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| Version | Date |
| App1 | Oct 20 |
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| **Organisation:** | Stockport NHS Foundation Trust |
| **Lead Officer:** | Annela Hussain |
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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 2019/20**  Percentage of BAME staff is currently 16.59% this is an increase of 1.95%, 80.94% White staff, 2.47% Not stated. | | | | | | |
| 1. 1.1 | **Indicator 1** | Review of Reciprocal mentoring scheme and widen participation. | L&OD | 30.02.21 | Engage more senior level staff and to offer Trust wide. |  |
| 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 | 30.02.21 | KC to attend next steering group on the 3.3.21 |  |
| 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 | 30.02.21 | KC to attend next steering group on the 3.3.21 |  |
|  | **Indicator 1** | Development and Launch of internal leadership programme. | L&OD | 30.04.21 |  |  |
|  | **Indicator 1** | Continued promotion of GM Programmes and NHS Employer Programmes | EDI Lead | Continuous |  |  |
|  | **Indicator 1** | Continuation of Trust recruitment and retention strategy highlighting the WRES data and issues of promotion for BAME staff. | Head of Workforce Delivery | 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 | 30.04.21 | Mentoring circles DWP workshop  To discuss with L &OD for the possibility of Recruitment workshop for career progression to be held to support with application and interview process. |  |
|  | **Indicator 1** | Review Diversity Statement | Recruitment Manager | 30.11.2021 | Does this include “we encourage applications from BAME candidates” |  |
| Target: Increase the numbers of staff from BAME backgrounds as set out in the set by NHS Improvement & NHS England in respect of the actions to support achieving leadership being representative of the overall BME workforce by 2028. | | | | | | |

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| **Indicator 2:** Relative likelihood of staff being appointed from shortlisting across all posts. | | | | | | |
| **Trust Position 2019/20 -** 1.00  Relative likelihood of White and BAME staff being appointed from shortlisting is the same | | | | | | |
| 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** | Improve the mediums of attraction to reach a more diverse audience for roles Band 8a and above | Recruitment Manager | 30.02.21 | Does the Diversity statement include “we encourage applications from BAME candidates” |  |
| 2.3 | **Indicator 2** | Review and Refresh diverse interview panels for all jobs. | Recruitment Manager/EDI Lead | 30.04.21 | Ensure clarification of Logistics, communication & awareness. Identify cross working/collaborative panels with other Trust, external. |  |
| 2.4 | **Indicator 2** | Ensure information is fed into recruitment training | Recruitment Manager | 30.02.21 | Are Diverse panels mentioned in the Recruitment policy? |  |
| 2.5 | **Indicator 2** | Monitor use of the panels. | EDI Lead/Recruitment | Continuous | Where are they happening? Staff progression |  |
| 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 2019/20**  1.47 BAME staff are more likely to enter the formal disciplinary process. | | | | | | |
| 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 | 31.03.21 | Training to be provided by EDI Lead – HR, monitor and address patterns/themes (e.g. Exit interviews). |  |
| 3.2 | **Indicator 3** | HR to liaise with EDI Lead in relation to protected groups and to offer representation for support via network. | EDI Lead/HR | Continuous | EDI to attend HR/OD catch up meeting. – lower banding (skills/experience). |  |
| 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 2019/20** The Relative likelihood of white and BAME staff accessing non-mandatory training and CPD is 0.92 (85.54%) - BAME staff are more likely to access accessing non-mandatory training and CPD (White 78.64%). | | | | | | |
| 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 | Quarterly | EDI Lead |  |
| 4.2 | **Indicator 4** | Continue to monitor internal leadership courses to ensure diverse number of staff attending | Head of OD and Learning | Quarterly | EDI Lead  Programme still in developmental stages. |  |
| 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 2019/20**  White: 25.1% (White Average: 25.4%)  BAME: 28.2% (BAME Average 28.7%)  BAME staff are more likely to experience harassment, bullying or abuse from patients, relatives or the public in the last 12 months compared to white staff. Overall there is an increase in the percentage for all staff. | | | | | | |
| 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 | Continuous | EDI Lead attends GM Hate Crime Partnership and supported with information for HCAW events. |  |
| 5.4 | **Indicator 5** | Respect Campaign update and refresh | EDI Lead | Continuous |  |  |
| 5.5 | **Indicator 5** | Ensure training is rolled out | Training | 30.06.21 | Training offer commenced 10.2.21 |  |
| 5.6 | **Indicator 5** | Monitor number of complaints/Red Card | HR | Quarterly Review commencing March 2021 |  |  |
| 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 2019/20** White: 25.0% (White Average: 22.2%)  BAME: 29.1% (BAME Average 27.9%)  BAME staff are more likely to experience harassment, bullying or abuse from staff compared to white staff, there has been an increase in the percentage of BAME staff experiencing harassment, bullying or abuse over the last year. | | | | | | |
| 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 | Director of Workforce | Ongoing | Refreshed and promoted. |  |
|  | **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** | Respect Campaign update and refresh, Ensure training is rolled out | Training/EDI Lead | Ongoing | Survey Monkey |  |
|  | **Indicators 6** | Bullying & Harassment Events | HR/EDI/UNISON/FSUG | 09.11.20/21 | Nov 20 Complete |  |
| 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 2019/20**  White: 87.3% (White Average: 87.4%)  BAME: 71.2% (BAME Average 72.9%)  Less BAME staff believe the Trust provides equal opportunities for career progression or promotion compared to white staff. | | | | | | | | | | | |
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| 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 | | Ongoing | | Staff Network feedback. | |  |
| 7.2 | **Indicator 7** | | Acting up and secondment opportunities are promoted to BAME staff through positive action | | Head of OD and Learning | | 30.05.21 | | Clarity on length of secondment and how long after the fixed term date the post should be made permanent – Review employment rights with HR. | |  |
| 7.3 | **Indicator 7** | | Career Progression workshops for BAME staff | | Head of OD and Learning | | 30.5.21 | | Leadership Programme | |  |
| 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 | | Continuous | | Continued promotion of GM Programmes and NHS Employer Programmes | |  |
| 7.5 | **Indicator 7** | | Review of Reciprocal mentoring scheme and widen participation. | | EDI Lead | | 30.04.21 | | Monitoring of impact/progression | |  |
| 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 2019/20**  White: 5.3% (White Average: 5.5%)  BAME: 14.3% (BAME Average 14.8%)  BAME Staff are 4 x more likely to experience discrimination at work compared to White staff | | | | | | | | | | | |
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| 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 | | Continuous | | 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- demonstrate feeding back to the individual. |  |
| 8.3 | | **Indicator 8** | | Review Zero tolerance to bullying campaign | | EDI lead | | On-going | |  |  |
| 8.4 | | **Indicator 8** | | Staff training on how to report/manage bullying and harassment | | EDI Lead | | 30.05.21 | | Stop Hate Uk Training – engage champions |  |
| 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 2019/20**  Board Member (1 NED/0 Voting Member)  BAME population (8%) | | | | | | |
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| 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 |  |  |
|  | **Indicators 9** | Promotion of Leadership Academy programme - Aspiring Board Members. | L&OD/EDI Lead | 01.04.21 | sign posting |  |
| Target: Voting membership to represent the current BAME diversity of the workforce which is 16.6%. | | | | | | |

**Action Plan Sign Off**

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