Workforce Race Equality Standard (WRES) 2016-2019
Focused Objectives Action Plan- November 2017

Performance Management Key

%	Colour Code
100%	Bright Green
75% to 99%	Blue
50% to 74%	Amber
1% to 49%	Orange
0%	Red

Equality Delivery System (EDS2) Outcomes

Numbers	Outcome
1.1-1.5	Better Health Outcomes for All
2.1-2.4	Improved patient access and experience
3.1-3.6	A representative and supported workforce
4.1-4.3	Inclusive leadership at all levels

Bright Green (BG)	4		Blue (B)	4		Amber (A)	5		Orange (O)	4		Red (R)	0

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Objective 1: Recruitment and talent management – ensuring recruitment and employment processes that meet the needs of our diverse communities (WRES indicators 1, 2, 3, 7, 9).

Ref.	Actions	Progress	Director Lead	Lead/ Timescale	% complete	EDS2 Outcomes
FO1	1. Develop and Embed values based recruitment and behaviours within the Trust.	The Trust's values are being mapped with the values and behaviours required to work within the organisation. Work is underway to determine what they look like in practice, whether they vary across roles and how can they be embedded. This is now being programmed into the design phase of the Trust's Developing Our People and Culture Together Programme and is being supported by specialist advisers from South London and Maudsley NHS Foundation Trust.	C Teeney	J Eve/ J Hogan March 2019 (Review March 2018)	55% A	3.1, 3.3, 3.6, 4.1, 4.3
		The organisation's recruitment and selection training is being reviewed to ensure that the Trust's values, vision and behaviours are clearly evident at all stages of the process and that the findings from the WRES, Stonewall and Friends and Family Test are highlighted. This includes the appointment of a body of staff that will be identified as 'expert recruiters'. HR staff attended the NHS Employers Values Based Recruitment event in November 2016 to further enhance design and delivery of current recruitment activity. A Trust-wide Resourcing and Retention plan that includes learning from the WRES, the Staff Survey etc. is currently being developed.				
		All Learning/ Organisational				

		Development education/ lesson plans are being reviewed through the lens of diversity to ensure that staff are clearly aware of what is expected of them in this respect. A review of the Trust induction is underway (commenced September 2017) and following consultation with key stakeholders a revised program will be delivered that will clearly highlight expected staff behaviours and values. The Trust use agencies with nationally agreed framework agreements to ensure they uphold the NHS vision and values, on which the Trust's is based.				
	2. Support people managers to have the skills to manage, develop, recruit and retain diverse teams e.g. appraisal skills, managing conflict, recruitment and selection.	Current HR management training programmes are in place across the organisation, which include; conducting investigations, managing effective working relationships, well-being and absence management, recruitment and selection, dealing with challenging conversations and management of individual performance and behaviours. These currently 'stand-alone' programmes are to be reviewed with a view to incorporating them where possible within the Vision 21 and Aspire training. It is anticipated that these reviews will be undertaken by April 2018. The Learning and Organisational Development (L&OD) Team are putting together a plan to ensure that participation in staff development opportunities are representative of BME	C Teeney	J Eve/ K Waters April 2018	70% A	

		colleagues. With 'Vision 21', which is the Trust's middle management development programme (Bands 7-8b), L&OD are working with Executives to ensure this happens i.e. to identify staff to participate in this and wider development opportunities. This is approached has been signed up to by the Trust's Strategic Programme Executive (SPE). Following consultation with the BME Staff Network it has been agreed to provide additional support within the Trust's leadership and aspirational leadership Programme 'Aspire', to enable BME staff in bands 3 and 4 to participate in the Programme. Support will take the form of mentorship, coaching, guidance etc.			
	3. Proactively encourage people from BME communities to apply for jobs with the Trust, engaging with diverse communities to promote recruitment at cultural events/festivals and job fayres, particularly in multi-cultural areas e.g. Birmingham, Leicester, Sheffield and London.	Despite that fact that all Trust jobs are advertised on NHS Jobs, the need to advertise more broadly to access the BME talent pool has been identified. Accordingly key roles are being advertised within the community press and via social media. Plans are in place to extend this further by using positive statements in adverts to encourage BME people to apply. In addition the Trust has until recently had a regular job advert running on Notts TV, which is still showcased on the Trust website. Further actions are being developed within the Trust's Recruitment and Retention Plan. Within the Local Partnerships Division	C Teeney	J Hogan/ C Cocking/ M Bateman/D Mason/ D Gezmis March 2019 (Review January 2018)	45% O

an action plan is being developed to address this objective as part of the division's workforce, equality and diversity action plan. A recruitment task and finish group is in place to develop a programme highlighting key events and encourage staff to attend to promote working for the Trust e.g. the Caribbean Carnival, the Riverside Festival/ Mela.

The Trust services continue to participate in culturally and socially diverse community events e.g. the Nottingham Healthfest, the Robin Hood Marathon, Nottinghamshire Pride and Splendour and continue to advertise where possible through the medium of community centres and networks. In October 2017 a recruitment and community engagement stall was staff at a local BME community event in celebration of World Mental Health Day, organised by Awaaz. Operational staff continue to positively promote recruitment opportunities at faith and other community locations frequented by BME people.

Trust recruitment literature, including promotional flyers and banners, feature a BME nurse and doctor on the front cover, with the purpose of encouraging people from BME communities to attend recruitment open events, such as those at Highbury Hospital in Winter 2016.

Staff at Lings Barr Hospital took part in a recruitment fair at De Montfort Uni in Leicester to encourage third year

		student nurses from diverse backgrounds to apply for roles within the organisation. In addition the hospital, with backing from the Volunteering Support Team supported a volunteer from the BME community to train as a Healthcare Assistant, enabling the individual to work on the Staff Bank.			
	4. Extend the analysis of workforce metrics overall to identify trends in data and seek the advice of the Race, Religion and Belief Equality Steering Group and the BME Staff Network as to future actions. Carry out more in-depth data analysis to ascertain why fewer BME candidates are progressing from the application to shortlisting and interview phases i.e. Examine BME data by Age, Disability etc. Use this information to inform future action planning.	Data from the 2015 and 2016 WRES is being scrutinised to ensure that we fully understand what it is telling us e.g. we know that more BME people are not successful in being shortlisted or progressing from shortlisting to interview, but we want to understand this better. In-depth analysis has now been completed on BME recruitment levels and a report run based on quarter 1 figures (April – June 17). From this report we have sampled 10 vacancies, which have been reviewed based on reasons for not shortlisting and reasons for not appointing BME candidates. This report is attached to this action plan as an Appendix to be considered at the November meeting of the Equality and Diversity Subcommittee and will be presented to the December meeting of the Race, Religion and Belief Equality Steering Group for discussion and advice. At the inaugural meeting of the BME Staff Network in June 2017 attendees agreed that the WRES, its actions and outcomes be a key area for discussion,	C Teeney/ S Crowther	R Cotterill/ P Herr September 2017	80% B

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<td>on which they will be consulted and offer advice/support to the Trust. At the second meeting in September 2017 attendees were consulted on the WRES data report and action plan and comments considered and incorporated within. In addition the WRES and the corresponding action plan was the content of a keynote address at the Trust's Black History Month Conference in October, attended by staff, service users, volunteers, partner organisations and BME community members. The aim of this session was to openly highlight the gaps identified by the data report, provide assurance on the progress made to date and the actions being taken.

Simon Crowther, Executive Director for Finance, has taken up the role of Board Champion for Race, Religion and Belief. With the help of Dr Itai Matumbike, as Senior BME Champion, he will support and develop the Race, Religion and Belief Equality Steering Group and the BME Staff Network.</td>
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<td>5. Promote positive role models within local schools e.g. BME nurses, doctors, HR professionals, AHPs, accountants etc.</td>
<td>The Local Partnerships Equality and Diversity Lead is working with General Managers to ensure all staff working with local schools and colleges promote health and care service job roles

Training for the Health Ambassadors Scheme, delivered by Health Education England, has commenced. Accordingly trained staff will attend a number of planned school career events and</td>
<td>J Attfield/ J Hankin</td>
<td>Associate Directors of Nursing/ Associate Directors of AHP's/ Associate Medical Directors

September</td>
<td>25%

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		activities in Nottingham and Nottinghamshire over the coming school year. Their role is to help recruit new ambassadors, support careers and employability activities in schools and co-ordinate 3 main career events i.e. What Next Careers and Skills Fair, Mansfield and Ashfield Careers and Apprenticeship Fair, Festival of Science and Curiosity. A BME staff member recently attended a job fair for 15-16 year olds at Harvey Haddon Sports Village to promote jobs in the NHS. It was a 2 day event attended by over 4,000 young people. The ambassador role has been highlighted on the Trust intranet site, with additional work to promote it further planned.		2018 (Review January 2018)	
	6. Ensure delivery of Unconscious Bias Training as one of the organisational training priorities in 2017/18 and 2018/19	Unconscious bias training was delivered to190 senior colleagues at the Trust's Leadership Council in March 2017. This is now being embedded in the delivery of the Trust's management training programmes, namely ASPIRE and Vision 21, the latter of which captures 100 middle managers per year. The delivery of Unconscious Bias Training is currently being discussed in the context of the development of a revised and reformed Trust induction and explored within the review of essential training. It is also being embedded within the Trust's Culture and Leadership Review.	C Teeney	J Eve March 2019 (Review March 2018)	45% O

7. Ensure that organisational values, vision and positive behaviours at Trust Induction facilitate learning, recognition and challenge of cultural bias	Communication of the Trust's values, vision and behaviour is a key element of the Trust induction (Day 1) for all new starters and is embedded within other key aspects of the programme e.g. Basic Life Support. Furthermore his element of learning and development is a key feature in the re-development of the Trust's revised and reformed induction offer, the review of which formally commenced in September 2017. Mental health services for Older People staff undertake Band 1-4 DISK training, included within which is a session on 'Working across Cultures'. This looks at what culture is, stereotyping, cultural perspectives and what to consider when working with diverse cultures.	C Teeney	J Eve December 2017	70% A	
8. Provide targeted learning and development opportunities for BME and other under-represented staff.	Work is underway to ensure that identifiable mechanisms are in place throughout 17/18 to proactively support under-represented groups. This approach will be declared within the Learning and Organisational Development prospectus and shared widely via the BME Staff Network. A draft proposal for targeted learning and development opportunities has been prepared for discussion with the BME network in November / December. BME Development opportunities, via the National Leadership Academy and East Midlands Leadership Academy, have been widely publicised within the Trust e.g. via adverts on the Trust Intranet, e-	C Teeney/ S Crowther	J Eve March 2018	65% A	

		mails to managers, a presentation and e-mails to the BME Staff Network; a number of staff have been actively supported to participate in these programmes. The L&OD Team are exploring the utilisation of Appreciative Inquiry to support the Learning and Development of BME and other staff.				
	9. Explore the creation of Board Apprentice/Development opportunities for BME staff	Work is in progress to examine local and national schemes on offer to determine the most effective way in which the Trust can encourage and support BME staff to apply for Board level positions. An expression of interest has been submitted to NHSI regarding their NED Board Development programme and we have provided input based on our experience of running this scheme previously.	C Teeney	J Eve December 2017	35% O	
	10. Actively celebrate key events such as Black History Month, enabling those staff that choose to do so to help raise the awareness of others.	In addition to the Black History Month flag being raised above Trust HQ, the Trust supported a Black History Mental Health community–led event in October 2017. A Trust sponsored WRES/ Black History Month celebration event was held in October 2017 and well-attended by staff, service users, volunteers, partner organisations and community members. The aim of the event was to celebrate BME identities, showcase and promote BME role models and help build community relations and evaluation suggests that it achieved all of these aims and more.	Operational Directors/ S Crowther/ J Attfield	C Conchar/ Divisional E&D Leads/ P Sanguinazzi/ Communications Ongoing March 2019 (Review March 2018)	80% B	

		Equality and Diversity leads within the divisions promoted and supported engagement of staff, service users and carers in Black History Month 2017 events within their services. Communication to all staff, service users, carers, volunteers etc. on good news associated with BME events continues via the Positive newsletter, the Trust intranet and the web site. More generally, work has been undertaken to ensure that images that promote a positive image of BME staff, service users, carers, volunteers etc. are utilised in all of our communications.				
	11. Engage with BME staff to explore the possibility of setting up a BME Staff Network.	Action Complete. Following a BME staff listening event in January 2017 it was agreed that a BME Staff Network be established. The Network's inaugural meeting took place in June 2017 and was attended by over 60 BME staff. A Network sub-group was set up to develop the Draft Terms of Reference. These were circulated to all Network members for consultation prior to the second meeting of the group in September 2017, amended following comments and approved. The next meeting has been scheduled for December 2017 and will focus on BME Staff Voice, Learning and Organisational Development and the appointment of a Leadership Group to take the Network forward. When the Trust participated in the recent Office for National Statistics	C Teeney	C Conchar/ A Dickens/ K Owen/ A Lyon November 2017	100% BG	

		(ONS) survey few BME staff responded. As the Trust was committed to ensuring that BME staff had the opportunity to share their views, the BME Network was approached and members agreed to complete it at the last meeting to help better inform our findings; 38 staff responded. These have now been incorporated into the report and provide a more representative and informative view.				
		Members of the BME Staff Network are now part of the consultation process on key policies, including the recent Respect at Work (Bullying and Harassment) Policy.				
		As part of the Trust's Developing Our People and Culture Together Programme a number of BME staff engaged in generic and BME staff only focus groups. Facilitated by highly experienced facilitators (one of whom was a member of the BME staff Network) they were able to engage, enthuse and promote open and candid discussion and debate, breaking down barriers and helping identify solutions with and for BME staff. The Organisational Development Facilitator with responsibility for this work outlined the process at the June BME Network meeting and followed up with invites to the various focus groups to the BME Network (also published on the Intranet).				
		Trade Union representatives, HR staff,				

		managers, the Freedom to Speak Up Guardian etc. all continue to promote the BME Staff Network whose membership continues to grow; membership has exceeded 100 in just 4 months.			100% BG	
	12. Improve staff communications, including an enhanced intranet site with better accessibility and navigation.	Action Complete. The new Connect intranet site has been launched and key staff have been trained in editing and updating content. Already key messages on issues such as the WRES, BME staff voice and the BME Staff Network have featured and been responded to by BME staff. Connect is accessibility standard compliant. Navigation is simple and easy to use, with easy to find contrast buttons, which improve the browsing experience of staff with visual impairments and/or intellectual and developmental disabilities. Ongoing work to review and update continues as part of the Communication Team's work plan.	C Teeney	J Grant June 2017 .	100% BG	

Objective 2: Work to reduce/eliminate bullying, harassment, discrimination and victimisation (WRES indicators 5, 6, 8).

Ref.	Actions	Progress	Director Lead	Lead/ Timescale	% complete	EDS2 Outcomes
FO2	1. Appoint a Freedom to Speak Up Guardian and ensure that this role is robustly evaluated and embedded within the organisation as appropriate.	Action Complete. The Freedom to Speak Up Guardian role was appointed to in June 2016 and the role has become embedded within the Trust's robust governance structure.	J Hankin	J Hankin July 2017	100% BG	3.4, 4.3

	2. Review reporting mechanisms available to staff to ensure that they are accessible, quick and simple to use.	Action Complete. The Raising Concerns (Whistleblowing) policy has been reviewed which mirrors national policy. A software package has been adopted which provides an anonymous reporting mechanism and two-way dialogue. Work is underway to promote the use of the system via marketing and drop-in sessions across the Trust estate.	J Hankin C Teeney	H Auld/ C Whyman July 2017	100% BG	
	3. Review the Trust's Bullying and Harassment (B&H) Policy and the current mechanisms in place for reporting bullying and harassment, launching the revised policy as part of a Trustwide campaign. Ensure members of the BME Staff Network have the opportunity to inform this work.	At the September meeting of the BME Staff Network attendees were consulted on the contents of this action plan and offered advice/support to the Trust on key issues such as Bullying and Harassment, helping us to better understand and respond. The Trust's Respect at Work (Bullying and Harassment) Policy and its supporting mechanisms has been reviewed, including consultation with the BME Staff Network. In addition guidance has been developed. This will be relaunched as part of the Trust's anti-bullying campaign in November 2017. The Anonymous Dialogue System, which encourages staff to Speak in Confidence, has been launched via the staff intranet. The B&H section of the Staff Voice page on the Trust Intranet will be completed in October 2017. Positive role models from our diverse communities are being highlighted across the Trust. As part of this, work is being undertaken to raise awareness of hate crimes and encouraging and supporting staff to report all forms of	C Teeney	C Whyman/ H Auld/ A Dickens/J Grant/ K Waters/ C Conchar December 2017	85% B	

	discrimination/abuse.				
	Supporting line managers to have the right skills in place to effectively support staff and deal with bullying and harassment issues is a key component of the Trust's Vision 21 and Aspire management development programmes.				
	The mechanisms in place for staff support in relation to bullying and harassment is being considered as part of the Psychological Support Review. Self-referrals to IAPT are actively encouraged already and a number of trained mediators are in place within the HR service. Mediators and their services will be advertised via the Intranet and staff newsletter as part of the launch of the Trust's Bullying & Harassment campaign.				
4. Learn from other organisations about good practice.	The Associate Director of E&D meets quarterly will Equality, Diversity and Inclusion Leads in the East Midlands. At these meetings good practice is discussed and shared including supporting BME staff. The Associate Director of E&D and a Senior HR Manager attended a WRES Workshop in May 2017 to learn from and share good practice. In addition the Trust's Chair, Vice Chair, HR Director and Associate Director of Equality and Diversity attended the WRES Conference in London in October 2017 and via the presentations and workshops were able to network, learn	C Teeney/ J Hankin	C Whyman/ C Conchar/ H Auld/ A Dickens March 2019 (Review March 2018)	85% B	

		and share good practice.				
		Similar engagement is undertaken by the Trust's Freedom to Speak Up (FTSU) Guardian, who is Chair of the East Midlands FTSU Network. The FTSU Guardian also meets regularly with the National Guardian's Office, NHS Improvement (NHSI) and NHS England in relation to whistleblowing and raising concerns in the NHS.				
	5. Share good news stories and highlight actions taken to reduce bullying, harassment and discrimination.	Key updates from the BME Staff Network continue to feature on the Trust Intranet and an article highlighting the Forum's launch featured in the September edition of the Positive Newsletter. Other stories have been highlighted already in Positive and a plan is in place to ensure that BME staff role models are featured, particularly in the Q&A session of the newsletter, to enable staff to share their stories, openly highlight successes and barriers etc.

The Trust is working with a number of partner organisations (Councils, Fire, Police, Education Sector etc.) to produce a DVD highlighting BME role models within our respective organisations. This DVD, once complete, will be used in recruitment, marketing, communications etc. The Trust's role model- a young staff member who started work as an apprentice and now has a permanent role- has already been filmed. The video is being produced by students at Vision | C Teeney | J Grant/ J Eve
C Conchar

Ongoing
March 2019 | 50%

A | |

| | | West Nottinghamshire College as part of their course work and is adding to their education on working with diverse groups. Exploration of developing a BME Hub on the Trust Intranet and/or a BME Network App is being undertaken by the L&OD Team. | | | | |