

Workforce Race Equality Standard (WRES) 2016-2019 Focused Objectives Action Plan- September 2018

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)	5	Blue (B)	4	Amber (A)	7	Orange (O)	1	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.	<p>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 has been programmed into the design phase of the Trust's Developing Our People and Culture Together Programme. The Trust's Employer brand is being reviewed and refreshed as part of our engagement in the NHSi Retention Support Programme.</p> <p>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.</p> <p>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. has been developed.</p> <p>In May 2018 21 staff, including members of the Recruitment Team,</p>	C Teeney	<p>J Eve/ J Hogan</p> <p>March 2019 (Review March 2018)</p>	65% A	3.1, 3.3, 3.6, 4.1, 4.3

		<p>were trained as 'Expert Recruiters'. The training, delivered in partnership with South London and Maudsley Partners, provided this diverse group of staff with skills in the design and delivery of assessment centres. Application of this learning within recruitment practice has already commenced, particularly within the Forensic Division, and 3 of the 'expert recruiters' were involved in the CEO selection process in June/July 2018, one of whom is a member of the BME Staff Network. A number of other BME Staff Network members were involved in the internal stakeholder recruitment panel for the CEO selection process.</p> <p>All Learning and 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.</p> <p>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.</p> <p>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.</p>				
	2. Support people managers to have the skills to manage, develop, recruit and retain diverse teams e.g. appraisal	Current HR management training programmes are in place across the organisation, which include; conducting	C Teeney	J Eve/ K Waters	70%	A

	<p>skills, managing conflict, recruitment and selection.</p>	<p>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 were reviewed in April 2018 to incorporate them (where possible) into the Vision 21 and Aspire training.</p> <p>Consequently only two aspects of training are now undertaken by the HR team (managing sickness absence and recruitment and selection). Further work is being undertaken on programmes to develop e-learning modules. This work is due for completion by 31 December 2018.</p> <p>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 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).</p> <p>Following consultation with the BME Staff Network it has been agreed to</p>		<p>December 2018</p>		
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		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 fairs, particularly in multi-cultural areas e.g. Birmingham, Leicester, Sheffield and London.	<p>Trustwide 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 had until November 2017 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.</p> <p>Work has been undertaken on both Connect and the Trust website with regard to recruitment adverts and campaigns which has made it easier to use, with simple navigation and improved browsing facilities.</p> <p>Trust services continue to participate in culturally and socially diverse community events e.g. the Nottingham Healthfest, the Robin Hood Half Marathon, Nottinghamshire Pride and Splendour and continue to advertise</p>	C Teeney	J Hogan/ C Cocking/ M Bateman/D Mason/ D Gezmis March 2019 (Reviewed January 2018)	50% A

		<p>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.</p> <p>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 2016.</p> <p>A number of members of the BME Staff Network participated in the Trust's film celebrating 70 years of the NHS. This will be used in marketing activities, including recruitment, to showcase the Trust as an inclusive employer that actively seeks to recruit a diverse workforce to reflect the diverse communities it serves.</p> <p>The Trust, with the support of its BME Staff Network, is working collaboratively with its partners (Councils, Fire, Police and Education sector etc.) to share good practice and generate ideas around BME recruitment and retention. One of our staff members has recently featured in a BME role model DVD produced by the partnership (due out</p>				
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		<p>September 2018). This will be used to encourage people from our diverse communities to consider a career with the Trust.</p> <p>Members of the BME staff Network were sent a targeted e-mail in August 2018 encouraging them to attend Interview Skills Training in order to help their future career prospects. A raft of targeted leadership development opportunities, some of which are BME specific and some universal, continue to be sent to Network members as and when they arise.</p> <p>Local Partnerships Within the Local Partnerships Division an action plan has been developed to address this objective as part of the division's Workforce, Equality and Diversity action plan.</p> <p>Local Partnerships are engaged and working with colleagues in corporate services to deliver on the 'Strategic Resourcing Plan' (recruitment and retention) 2017-2020</p> <p>The aim of this is to ensure</p> <ul style="list-style-type: none"> • we develop a consistent approach to recruitment and retention across the Trust • An engaged workforce whose behaviours reflect our positive values and that is well led • A diverse workforce that is reflective of the diverse communities that we serve <p>The BME Staff Network is advising on</p>				
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		<p>and supporting the development of this programme of work and which will inform future targeted recruitment initiatives. Once developed this good practice will be shared throughout the organisation.</p> <p>Local Partnerships have established a recruitment working group and developed an action plan to address key areas and gaps in the current workforce. Workforce modelling will compliment and contribute to this strategy.</p> <p>Staff at Lings Barr Hospital took part in a recruitment fair at De Montfort University 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.</p> <p>Forensic Services</p> <p>A recruitment campaign for Rampton Hospital will be launched in Autumn 2018 to take forward some of the work on Values Based Recruitment.</p> <p>The Deputy Head of Workforce and the Associate Director of Nursing consulted the BME Staff Network in July 2018 regarding strategies and initiatives that can be used to promote BME recruitment, particularly at Rampton and Wathwood Hospitals. This included ways in which to maximise the profile of</p>				
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	<p>vacancies via specific publications and radio channels. Additional feedback is awaited from the BME Staff Network leads in relation to this and once received will inform targeted recruitment initiatives. Once developed this good practice will be shared throughout the organisation.</p> <p>The Division has maintained a high profile at recruitment events particularly in multi-cultural areas.</p>				
<p>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.</p> <p>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.</p>	<p>Data from the 2018 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. The draft data was presented at the BME Staff Network meeting in July 2018, prior to formal submission to NHS England.</p> <p>In-depth analysis was completed on BME recruitment levels and a report run based on quarter 1 figures (April – June 17). From this report 10 vacancies were sampled, which have been reviewed based on reasons for not shortlisting and reasons for not appointing BME candidates. This report was considered at the November 2017 meeting of the Equality and Diversity Subcommittee and presented to the December meeting of the Race, Religion and Belief Equality Steering Group for discussion and advice.</p>	C Teeney/ S Crowther	R Cotterill/ P Herr December 2018	80%	B

		<p>As identified in the agreed Terms of Reference, the BME Staff Network continue to review the WRES, its actions and outcomes and offer advice/support to the Trust as key stakeholders and as critical friends. Comments from these sessions: September 2017, April 2018 and July 2018 have been incorporated within the plan and as was the feedback from the Network's WRES Sub Group which took place in June 2018. 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 2017, 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.</p> <p>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 continues to support and develop the Race, Religion and Belief Equality Steering Group and the BME Staff Network.</p> <p>The retention rates of BME staff will be benchmarked against one of the workstream actions as part of the NHSi Retention Support Programme. This will identify whether or not BME staff are</p>				
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		more likely to leave in their first year than their White counterparts.			
5. Promote positive role models within local schools e.g. BME nurses, doctors, HR professionals, AHPs, accountants etc.	<p>Local Partnerships 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. Staff in the School Nursing Service, for example, are acting as positive role models and ambassadors within their sphere of practice in both primary and secondary schools.</p> <p>Training for the Health Ambassadors Scheme, delivered by Health Education England (HEE), commenced in 2017. Ambassadors were trained to go into schools to support children and ensure they were aware of the many different pathways to working within the NHS. Trained staff attended a number of planned school career events and activities in Nottingham and Nottinghamshire during the academic year. As part of this they helped: 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', and 'The Festival of Science and Curiosity'. A BME staff member attended a job fair for 15-16 year olds at Harvey Hadden Sports Village to promote jobs in the NHS. It was a 2 day event attended by over 4,000 young people.</p>	J Attfield/ J Hankin	Associate Directors of Nursing/ Associate Directors of AHP's/ Associate Medical Directors	50%	A
				September 2018 (Reviewed January 2018)	

		<p>The Health Ambassadors Scheme has recently been contracted out by HEE and now comes at a cost. Local Partnerships are currently investigating the benefits of continuing to utilise this model locally via a cost-benefit analysis.</p> <p>Work experience programmes have been shown to be effective ways for organisations to attract students directly from local schools and to develop a potential pool of recruits with the right values. Currently placements for young people (school pupils and FE students) are being co-ordinated on behalf of the Nottinghamshire hospitals by a centralised point of contact.</p> <p>The Associate Directors of Allied Health Professionals are exploring data on the representation of BME AHPs in the organisation and have committed to take action to try to address any gaps identified, where possible.</p> <p>Forensic Services The Division has actively supported senior BME leaders to promote positive role modelling within local schools as part of the wider Divisional recruitment strategy.</p>				
	<p>6. Ensure delivery of Unconscious Bias Training as one of the organisational training priorities in 2017/18 and in 2018/19</p>	<p>Unconscious bias training was delivered to 190 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.</p>	<p>C Teeney</p>	<p>J Eve March 2019 (Review March 2018)</p>	<p>50% A</p>	

	<p>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.</p> <p>Bespoke training continues to be delivered within the Local Partnerships division on culture and bias, as requested by operational managers.</p>				
7. Ensure that organisational values, vision and positive behaviours at Trust Induction facilitate learning, recognition and challenge of cultural bias	<p>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 this 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.</p> <p>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.</p>	C Teeney	J Eve December 2018	70% A	
8. Provide targeted learning and development opportunities for BME and other under-represented staff.	<p>Work is underway to ensure that identifiable mechanisms are in place throughout 18/19 to proactively support under-represented groups. This approach will be declared within the</p>	C Teeney/ S Crowther	J Eve March 2019	80% B	

		<p>Learning and Organisational Development prospectus and shared widely via the BME Staff Network.</p> <p>A draft proposal for targeted learning and development opportunities formed part of a discussion with the BME network in November / December 2017, details from which have been embedded within the training offer.</p> <p>BME Development opportunities, via the National Leadership Academy, East Midlands Leadership Academy and NHS England have been widely publicised within the Trust e.g. via adverts on the Trust Intranet, e-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 e.g. Breaking Through and Ready Now. Members of the BME Staff Network have been offered application form assistance for these programmes via the Learning and Organisational Development Team; a number of individuals have already utilised this support.</p> <p>The Trust is working with the East Midlands Leadership Academy and other NHS organisations in the East Midlands to develop a bespoke leadership programme for BME staff.</p> <p>The Learning and Organisational Development Team are exploring the utilisation of Appreciative Inquiry to support the Learning and Development</p>				
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		<p>of BME and other staff.</p> <p>The newly appointed Chair of the Race, Religion and Belief Equality Steering Group is an active member of the BME Staff Network. Both of the current Co-Chairs of the BME Staff Network are key members of the Race, Religion and Belief Equality Steering Group.</p> <p>A reverse mentoring scheme is being explored which will entail BME staff members mentoring senior non-BME members of staff. This will not only provide senior staff with an understanding of the issues and barriers BME staff face daily, but give both parties valuable development opportunities.</p> <p>Accelerated development opportunities are being explored for staff in bands 2 and 3 and bands 5 and 6. Data suggests that BME staff occupying these roles is proportionately higher than their White counterparts.</p> <p>Participation in the Trust's Legacy Mentoring Scheme will be monitored for inclusivity, including ethnicity, to ensure we retain the experience of our positive BME role models.</p>				
	<p>9. Explore the creation of Board Apprentice/Development opportunities for BME staff</p>	<p>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.</p> <p>We are currently supporting a</p>	<p>C Teeney</p>	<p>J Eve December 2018</p>	<p>40%</p> <p>○</p>	

		placement on the NeXT Director Scheme and have provided input to NHSi based on our experience of running this scheme previously.			
	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.	<p>Trustwide 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.</p> <p>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.</p> <p>A Black History Month Celebration Event, co-produced with the BME Staff Network, is being held on the 19th of October 2018. The theme will be 'Contributions BME Staff have Made to Health and Social Care' and will feature local and national role models.</p> <p>Communication to all staff, service users, carers, volunteers etc. on good news associated with BME events continues via the Positive newsletter,</p>	Operational Directors/ S Crowther/ J Attfield	C Conchar/ Divisional E&D Leads/ P Sanguinazzi/ Communications Ongoing March 2019 (Reviewed March 2018)	85% B

		<p>the Trust intranet and the web site. As part of NHS 70 celebrations the July 2018 edition of Positive featured the portrayal by a staff member of her family's contribution and commitment to the NHS, which began with HMS Windrush in 1948. Since December 2017 4 staff members have featured in the Q&A section of Positive, to raise staff profiles and promote BME role models. This will continue in 2018/19. 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.</p> <p>Local Partnerships During 2018 this workstream has progressed well with both clinical and non-clinical staff engaged in celebrating key events. All events are discussed initially at the Local Partnerships Equality and Diversity Operational Group and the BME Staff Network to ensure relevance, then advertised across the Division. Examples of staff involvement in key celebration events are:-</p> <ul style="list-style-type: none"> • BME nursing conference co-hosted by the Trust in conjunction with Nottingham University Hospitals (June 2018) • Mental Health and Trauma event co- hosted between Nottingham City Council and the Trust (July 2018). This included a focus on 				
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	<p>celebrating the work of the Nottingham and Nottinghamshire Refugee Forum.</p> <p>The development of the BME Staff Network has supported the establishment of BME role models within the Division, which have been promoted and supported across its services.</p> <p>Forensic Services The Division has developed a calendar of events reflecting key dates in the equality and diversity calendar, including celebrating Black History Month. The Division continues to support staff to attend these events and to raise awareness of the issues affecting minority communities.</p>				
11. Engage with BME staff to explore the possibility of setting up a BME Staff Network.	<p>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 Group now meets 5 times per year, with task and finish groups established as and when required. The Network now exceeds 110 members and has an elected Leadership Group who, with</p>	C Teeney	C Conchar/ A Dickens/ K Owen/ A Lyon November 2017	100% BG	

		<p>corporate support and oversight, plan and deliver the Network's agreed aims and objectives.</p> <p>When the Trust participated in the 2017 Office for National Statistics (ONS) survey few BME staff responded. As the Trust is committed to ensuring that BME staff have the opportunity to share their views, the BME Network was approached and members agreed to complete it at the September 2017 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.</p> <p>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.</p> <p>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 2017 BME</p>				
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	<p>Network meeting and followed up with invites to the various focus groups to the BME Network (also published on the Intranet).</p> <p>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 110 staff in just over a year.</p>				
12. Improve staff communications, including an enhanced intranet site with better accessibility and navigation.	<p>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.</p> <p>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.</p> <p>Ongoing work to review and update continues as part of the Communication Team's work plan.</p>	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.	<p>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.</p> <p>The role is evaluated every 12 months by the Associate Medical Director, as portfolio holder, and other stakeholders to ensure it is meeting the needs of the Organisation. This will next be reported to the Workforce, Equality and Diversity Committee in November 2018.</p>	J Hankin	<p>J Hankin</p> <p>July 2017</p>	<p>100%</p> <p>BG</p>	3.4, 4.3
	2. Review reporting mechanisms available to staff to ensure that they are accessible, quick and simple to use.	<p>Action Complete. The Raising Concerns (Whistleblowing) policy has been reviewed which mirrors national policy.</p> <p>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.</p>	<p>J Hankin</p> <p>C Teeney</p>	<p>H Auld/ C Whyman</p> <p>July 2017</p>	<p>100%</p> <p>BG</p>	
	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.	<p>Action complete. At the September 2017 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.</p> <p>The Trust's Respect at Work (Bullying and Harassment) Policy and its</p>	C Teeney	<p>C Whyman/ H Auld/ A Dickens/J Grant/ K Waters/ C Conchar</p> <p>December 2017</p>	<p>100%</p> <p>BG</p>	

		<p>supporting mechanisms has been reviewed, including consultation with the BME Staff Network. This is now live.</p> <p>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.</p> <p>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 discrimination/abuse.</p> <p>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.</p> <p>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.</p> <p>The Trust is in the process of scoping</p>				
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		out an Employee Assistance Programme to provide psychological support for staff, including those experiencing bullying and harassment. This will be completed by March 2019.			
4. Learn from other organisations about good practice.	<p>The Associate Director of E&D meets quarterly with 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 and share good practice.</p> <p>Similar engagement is undertaken by the Trust's Freedom to Speak Up (FTSU) Guardian, who remains as lead for the regional FTSU Network and continues to support and work alongside the National Guardian's Office (NGO), NHSi and NHSE in relation to ensuring the Organisation is using best practice to support the Speaking Up Agenda.</p> <p>The Trust, with the support of its BME Staff Network, is working collaboratively with its partners (Councils, Fire, Police and Education sector etc.) to share good practice and generate ideas</p>	C Teeney/ J Hankin	C Whyman/ C Conchar/ H Auld/ A Dickens March 2019	85% B	

		around BME recruitment and retention, including the identification and elimination of barriers, such as bias, bullying, harassment etc.			
	5. Share good news stories and highlight actions taken to reduce bullying, harassment and discrimination.	<p>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 2107 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 section of the newsletter, to enable staff to share their stories, openly highlight successes and barriers etc. Since December 2017 4 BME staff members have featured in the Q&A section, with an additional staff member sharing her and her family's experiences of working for the NHS from 1948 to date in a feature article in the July 2018 (NHS 70) edition.</p> <p>The Trust has worked with a number of partner organisations (Councils, Fire, Police and Education sector etc.) to produce a DVD highlighting BME role models within our respective organisations. This DVD, which will be launched in September 2018, will be used in recruitment, marketing, communications etc. The Trust's role model is a young staff member who started work as an apprentice and now has a permanent role. The video is being produced by students at Vision West Nottinghamshire College as part of</p>	C Teeney	J Grant/ J Eve C Conchar Ongoing March 2019	55% A

		<p>their course work and is adding to their education on working with diverse groups.</p> <p>The development of a BME Hub on the Trust Intranet and/or a BME Network App is being undertaken by the Learning and Organisational Development Team.</p>				
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