Workforce Race Equality Standard (WRES) 2016-2021
Focused Objectives Action Plan- March 2019

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)	6	Amber (A)	5	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.	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. 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. 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. In May 2018 21 staff, including members of the Recruitment Team,	C Teeney	J Eve/ J Hogan March 2020 (Review July 2019)	65% A	3.1, 3.3, 3.6, 4.1, 4.3

		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. The Forensic Division, who are engaged in block recruitment, are utilising the skills of the 'Expert Recruiters' in Corporate Services and Local Partnership to give these staff practice but also harness their valuable input.

Learning and Organisational Development education/ lesson plans continue to be 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 complete and following consultation with key stakeholders a revised program is planned for delivery in 2019/20. This offer will reinforce throughout the whole programme the expected staff behaviours and values already covered in the equality, diversity and inclusion | | | | |

<table>
<tr><td></td><td></td><td>session of Trust induction.

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.

Indicators within the 2018 National Staff Survey suggest that there is still more work to do on organisational behaviours and expectations. The Trust Board of Directors are currently reviewing this agenda; embarking on an agreed Trust Board Development programme and subsequent co-production of behaviours and values. Input as described above remains in place, however due to the need for additional work the performance key for this action has been reduced from blue to amber to openly and honestly reflect our current status.</td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td>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.</td><td>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 were reviewed in April 2018 to incorporate them (where possible) into the Vision 21 and Aspire training. Consequently only two aspects of training are now undertaken by the HR team- managing sickness absence</td><td>C Teeney</td><td>J Eve/ K Waters

December 2019 (Reviewed March 2019)</td><td>85%

B</td><td></td></tr>
</table>

		and recruitment and selection. Further work is being undertaken on programmes to develop e-learning modules, however this has been put on hold pending the sickness policy review; face to face managers' training therefore continues. This work is due for completion by the 31 December 2019. The Learning and Organisational Development (L&OD) Team have put together a plan to proactively 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, while ensuring that all middle managers are appropriately trained on management essentials. This is approached has been signed up to by the Trust's Strategic Programme Executive (SPE). In addition we are aiming to run an internal 'Stepping Up (pre-Vision 21) programme for BME Staff in bands 5 and 6 in April 2019. Following consultation with the BME Staff additional support has been provided 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 takes the form of mentorship, coaching, guidance etc. There are				

		currently 12 L&OD colleagues in place who provide signposting for trust staff from a BME background to ensure that opportunities are maximised for all individuals.				
	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.	**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. 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. 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 where possible through the medium of community centres and networks. In	C Teeney	J Hogan/ C Cocking/ M Bateman/D Mason/ D Gezmis March 2020 (Reviewed March 2019)	70% A	

		October 2017, for example, a recruitment and community engagement stall was staff at a local BME community event in celebration of World Mental Health Day. 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, targeted consultant recruitment in India etc.			
		A number of members of the BME Staff Network participated in the Trust's film celebrating 70 years of the NHS. This is being 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.			
		The Trust, with the support of its BME Staff Network, is working collaboratively with its partners (Councils, Fire, Police, Housing 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 2019). This will be used to encourage			

people from our diverse communities to consider a career with the Trust.

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 an when they arise.

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.

Local Partnerships are engaged and working with colleagues in corporate services to deliver on the 'Strategic Resourcing Plan' (recruitment and retention) 2017-2020

The aim of this is to ensure
- 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

The BME Staff Network has advised on and supported the development of this

programme of work and which will inform future targeted recruitment initiatives. This good practice is being shared throughout the organisation.

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.

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.

In January 2019 BME workforce data was presented at the E&D Operational Group and the Divisional Workforce, Equality and Diversity Group for awareness raising, discussion and action as an integral part of the Trust's workforce planning. The Divisional HR team have scheduled a full analysis and interrogation of the data, which initially focusses on Highbury and Millbrook hospitals. A working group is being established to support this.

Forensic Services
A recruitment campaign for Rampton Hospital was launched in Autumn 2018

		to take forward some of the work on Values Based Recruitment.			
		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 vacancies via specific publications and radio channels. Feedback is being utilised to inform targeted recruitment initiatives.			
		The Division has maintained a high profile at recruitment events particularly in multi-cultural areas.			
		Forensic Services have an established recruitment working group and have developed an action plan to address key areas and gaps in the current workforce. This is led by a Deputy Matron whose role it is to provide pastoral support and advice for all new staff.			
	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	Data from the 2018 WRES has been scrutinised to ensure that we fully understood what it was telling us e.g. we know that more BME people are not successful in being shortlisted or progressing from shortlisting to interview, but we wanted 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. In-depth analysis was completed on	C Teeney/ S Crowther	R Cotterill/ P Herr December 2018	80% B

| etc. Use this information to inform future action planning. | 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. This work is now being progressed within the operational divisions and as advised in action 3 the HR team within Local partnerships has scheduled a full analysis and interrogation of the data, which initially focusses on Highbury and Millbrook hospitals. The initial data triangulates the ethnic profile of staff, patients and the local community; enabling easy identification of whether our workforce reflects the diverse communities we serve. A working group is being established to support this.

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, July 2018 and September 2018 have been incorporated within the plan- 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. 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. The retention rates of BME staff are being benchmarked against one of the workstream actions as part of the NHSi Retention Support Programme. This will identify whether or not BME staff are 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.	**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	J Attfield/ J Hankin	Associate Directors of Nursing/ Associate Director of AHP's/ Associate Medical	55% A	

				Directors		
		models and ambassadors within their sphere of practice in both primary and secondary schools.				
		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.		March 2020 (Reviewed March 2019)		
		The Health Ambassadors Scheme has recently been contracted out by Health Education England (HEE) and now comes at a cost. Local Partnerships has investigated the benefits of continuing to utilise this model locally via a cost-benefit analysis. At the Divisional Workforce, Equality and Diversity Group General Managers identified that although there is limited staff time				

		available to undertake the Health Ambassadors role, there was a firm recognition of the benefits to participation. The Trust's Learning and Organisational Development department are therefore working with the Division to determine how they could continue to utilise this process or deliver a similar scheme locally.			
		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.			
		The Primary Mental Health Team is working across all schools in Nottinghamshire and is commissioned to train school staff. The Trust as part of 'Trailblazers' work in schools has developed volunteer training to enable the recruitment of young volunteers (16 plus) to work in CAMHS. The first three young volunteers have been recruited with training having taken place on the 13th December 2018. The volunteers will work with the Primary Mental Health Team to improve awareness to school staff on the impact on Mental Health in schools, including a focus on equality and diversity.			
		The Associate Directors of Allied Health			

| | | Professionals (AHPs) have reviewed 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. It has been identified that 5.3% of Trust AHP staff are BME in comparison to 11.6% of all BME staff across the Trust. The AHP leads have requested figures of qualified BME AHPs nationally from NHSi and their response is awaited. Data has been obtained from other local NHS organisations e.g. Sherwood Forest Hospitals, where BME AHPs equal 5.8% (+0.5%) and Nottingham University Hospitals where BME AHPs equal 9.6% (+4.3%)..

In April 2019 ICS AHP leads across Nottinghamshire, including representatives from the Trust, plan to begin developing promotional literature focusing on working in the Allied Health Professions. This will include positive messages and images of BME staff to encourage applications from our BME communities into AHP roles. These will be distributed at job fairs and careers advice services.

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. | | | | |

	6. Ensure delivery of Unconscious Bias Training as one of the organisational training priorities in 2017/18, 2018/19 and 2019/20.	Unconscious bias training was delivered to190 senior colleagues at the Trust's Leadership Council in March 2017. This is now 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 has been 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. Bespoke training continues to be delivered within the Local Partnerships Division on culture and bias, as requested by operational managers.	C Teeney	J Eve March 2020 (Reviewed March 2019)	70% A	
	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. As advised in action 1 we have prepared the ground for this and are discussing with the new CEO how he would like to use the induction along with his colleagues. A Moodle platform has been put in place for induction that	C Teeney	J Eve March 2020 (Review September 2019)	75% B	

will provide significant information that will support the whole WRES agenda, while being able to be accessed externally from the Trust's intranet site.

Local Partnerships
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.

Following a number of patient complaints about staff attitudes relating to respect for the individual's culture, race and religion/belief, a discussion was held at the Division's E&D Operational Group and also the Trust's Race, Religion and Belief Equality Steering Group as to how this could be addressed.

From these discussions a 'Working Across Cultures' programme, based on the aforementioned MHSOP work, has been developed and is being rolled out across the Division, with a view to being presented to all teams during 2019. The programme is additional to the mandatory Equality and Diversity training which staff undertake.
The focus of this Programme is on developing a compassionate and respectful workforce which represents the diversity of the local communities we serve. Additionally it ensures that staff have the knowledge, skills and

		resources to deliver individualised person centred care to all people resident in their localities			
		The programme also highlights the need to consider cultural factors using informed curiosity to understand issues from a patient's perspective within the context they are in. It recognises that staff do not have to be experts on a particular ethnic group to put people at the centre of decisions regarding their care needs. Rollout commenced in March 2019.			
	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 18/19 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. Furthermore there are currently 12 L&OD colleagues in place who provide signposting for trust staff from a BME background to ensure that opportunities are maximised for all individuals. 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. BME Development opportunities, via the National Leadership Academy, East Midlands Leadership Academy and NHS England have been widely	C Teeney/ S Crowther	J Eve March 2020 (Reviewed March 2019)	90% B

		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.				
		The Trust is working with the East Midlands Leadership Academy and other NHS organisations in the East Midlands and has been successful in securing national funding to deliver bespoke leadership programme for BME staff in Bands 4-6 (some flexibility within banding available).				
		The L&OD Team are exploring the utilisation of Appreciative Inquiry to support the Learning and Development of BME and other staff.				
		The Chair of the Race, Religion and Belief Equality Steering Group is an active member of the BME Staff Network. Both of the Co-Chairs of the BME Staff Network are key members of the Race, Religion and Belief Equality Steering Group.				
		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.				
		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. 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. In addition we are aiming to run an internal 'Stepping Up (pre-Vision 21) programme for BME Staff in bands 5 and 6 in April 2019.				
		A focused mail out to all support staff will be conducted in early 2019/20 to encourage individuals to consider undertaking the Nursing Associate qualification. As part of this there will be a focused narrative on encouraging and supporting colleagues from a BME background to consider and apply.				
		A very senior leadership programme has been set in draft for the Nottinghamshire ICS (Integrated Care System) at deputy director level – with a focus on attracting diversity into this programme for individuals working at band 8d or 9 (or equivalent).				

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. This work is being led by the Trust Vice Chair, with the support of the Associate Director of L&OD. The Trust is currently supporting a placement on the NeXT Director Scheme and have provided input to NHSi based on our experience of running this scheme previously.	C Teeney	J Eve/ S Wright December 2018	45% 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.	**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. Equality and Diversity leads within the divisions promoted and supported engagement of staff, service users and carers in Black History Month events within their services in 2017 and 2018. A highly successful and inspirational Black History Month Celebration Event,	Operational Directors/ S Crowther/ J Attfield	C Conchar/ Divisional E&D Leads/ P Sanguinazzi/ Communications Ongoing March 2020 (Reviewed March 2019)	90% B	

		co-produced with the BME Staff Network, was held on the 19th of October 2018. The theme was 'Contributions BME Staff have Made to Health and Social Care' and featured local and national role models. 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. 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 7 staff members have featured in the Q&A section of Positive, to raise staff profiles and promote BME role models. This will continue in 2019/20. 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. The latter is a key theme for discussion at the February 2019 meeting of the BME Staff Network. **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, and then advertised across the Division. Examples of staff involvement in key celebration events are:- • 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 celebrating the work of the Nottingham and Nottinghamshire Refugee Forum. 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. **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.			
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	C Teeney	C Conchar/ A Dickens/ K Owen/ A Lyon November	100% BG

		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 corporate support and oversight, plan and deliver the Network's agreed aims and objectives (as of November 2017).		2017	
		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.			
		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 2017 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 160 staff in just over eighteen months (as at 1 March 2019). | | | |
|---|---|---|---|---|---|
| 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 | C Teeney | J Grant

June 2017

. | 100%

BG | |

		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. A content and design update is due to be rolled out in the coming in the first half of 2019/20.				

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 (FTSU) Guardian role was appointed to in June 2016 and the role has become embedded within the Trust's robust governance structure. The role is evaluated every 12 months by the Medical Director, as portfolio holder, and other stakeholders to ensure it is meeting the needs of the Organisation. The Workforce, Equality and Diversity Committee continue to receive assurance bi-monthly on FTSU activity.	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. In 2017 the 'Anonymous Dialogue' software package was adopted and actively promoted via marketing and drop-in sessions and provided an anonymous reporting mechanism and	J Hankin C Teeney	H Auld/ C Whyman July 2017	100% BG	

		two-way dialogue. A new 'Staff Voice' portal to encourage speaking up and notification of issues surrounding employment experience of staff at all levels is due to be launched in March 2019.

Three Trust staff have been trained as panel members to participate in the NHS England/ NHS Improvement Whistle-blowers' Support Scheme. In addition we, as a Trust, have offered other support to the Scheme in the form of work placements and access to our library facilities. Engagement of Trust staff in this Scheme enables us to share good practice and learn from other organisations. | | | |
| | 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. | 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.

The Trust's Respect at Work (Bullying and Harassment) Policy and its supporting mechanisms has been reviewed, including consultation with the BME Staff Network. This is now live.

In 2017 the 'Anonymous Dialogue' software package was adopted and actively promoted via marketing and drop-in sessions and provided an anonymous reporting mechanism and two-way dialogue. A new 'Staff Voice' portal to encourage speaking up and | C Teeney | C Whyman/ H Auld/ A Dickens/J Grant/ K Waters/ C Conchar

December 2017 | 100%

BG | |

		notification of issues surrounding employment experience of staff at all levels is due to be launched in March 2019.				
		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.				
		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.				
		The Trust is in the process of scoping out an enhanced Staff Support offer 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. | 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 and share good practice.

Similar engagement is undertaken by the Trust's Freedom to Speak Up (FTSU) Guardian, who until 2019 was the 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.

The Trust, with the support of its BME Staff Network, is working collaboratively with its partners (Councils, Fire, Police, Housing and Education sector etc.) to share good practice and generate ideas around BME recruitment and retention, including the identification and elimination of barriers, such as bias, bulling, harassment etc. Members from other BME Staff Networks attended the | C Teeney/ J Hankin | C Whyman/ C Conchar/ H Auld/ A Dickens

March 2020 (Reviewed March 2019) | 90%

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	Trust's Black History Month Conference in October 2018 and good practice and learning was shared. The BME Staff Network continues to invite internal and external speakers to its meetings to learn from the work of others e.g. Member of the National WRES Strategic Advisory Group (December 2018), NHSi (February 2019. Key divisional and corporate staff are involved in supporting Nottingham City Council's Joint Strategic Analysis (JSNA) BME Communities of Practice Group. Additionally staff are actively involved in the New and Emerging Communities work programme also hosted by Nottingham City Council. Such partnership work not only improves outcomes for those to whom we provide services, but through partnership and networking opportunities enables learning to be shared around improved workplace practices and welcoming/inclusive environments.				
	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 2017 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	C Teeney	J Grant/ J Eve C Conchar Ongoing March 2020 (Reviewed March 2019)	65% A

		enable staff to share their stories, openly highlight successes and barriers etc. Since December 2017 7 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. The BME Staff Network has agreed to support with the collation of media stock images featuring BME staff for Trust marketing and communications purposes.			
		The Trust has worked with a number of partner organisations (Councils, Fire, Police, Housing and Education sector etc.) to produce a DVD highlighting BME role models within our respective organisations. This DVD, which will be launched in 2019 pending some editing delays, 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 their course work and is adding to their education on working with diverse groups.			
		A new suite of canvas prints and postcards has been developed that celebrate our diverse workforce, featuring members of the BME staff Network.			

		The development of a BME Hub on the Trust Intranet is now in place and discussions are underway by the Learning and Organisational Development Team as to whether and App can be developed, The work of the Network is regularly featured on Trust and individual staff members' Twitter accounts, including those of very senior managers.//				