

WRES Action Plan 2018/19

Green (G)	Yellow (Y)	Amber (A)	Red (R)
Evidence demonstrates action implemented	Evidence demonstrates the action is/will be mostly met and within timescales	Evidence demonstrates the action is/will be mostly met but not within timescales	Evidence in place demonstrates the action has not been/will not be met

Action plan history log	
Version 1	September 2018

EQUALITY OBJECTIVE	RATIONALE	WRES IND.	MEASUREMENT	LEAD	ACTIONS TO BE IMPLEMENTED	TARGET COMPLETION DATE	PROGRESS UPDATE	RAG RATING
1.Increase overall awareness of Equality and Diversity (E&D) at Trust Board and Senior Leader level	Enhance communication with staff linked to staff survey results from Board to Ward	ALL	Annual staff survey i.e. staff reporting good communication between them and senior managers and staff seeing change through focus group feedback	LT/SH	Various approaches phased over the life of the objective. These will include : Board session November 2018 Grow awareness of E&D within leadership teams and enhance communication from our leaders to all staff and vice versa	31.11.18		
	Enable leaders to demonstrate their commitment E&D through		Annual WRES action plan and evidence of	LT/JBa		Ongoing from quarter 2 2018/19		

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	their response to findings and subsequent local action planning		outputs Ward to Board conversations providing assurance	LT/ JBa HRBPs /JBa JW/ MW	Trial of reverse mentoring with a member of the Trust Board and a BME member of staff. Identify and appoint E&D communication champions by division/department. Engaging Senior Leaders with celebrations and events throughout the year to further improve visibility. Communication plan to be linked and delivered in line with the plan	01.12.18 01.11.18 Communication & engagement Plan to be developed by 30.09.18 Plan to be developed by 30.09.18		
2. Set up an Equality, Diversity & Steering Group, monthly from June 2018	Membership to include relevant parties who can assist us to give perspective to the WRES	ALL	Improvements against plan, measured through committees and Trust Board	JBa	Set up Equality and Diversity Steering group by end of July 2018. Minutes of meetings to go to Workforce Committee and to the Trust Partnership Group (TPG)	01.07.18	First meeting took place in July, second meeting due to take place 06.08.18	

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	and carry out supporting actions and communication with stakeholders and staff			JBa	TOR for the steering group to be developed and agreed by the group	30.09.18		
3. Establish an E&D lead for each Division	An identified lead to take local responsibility for action plan and to attend and engage with the E&D steering group	ALL	Quarterly E&D report from each Division/area NSS evidence of action plans being implemented and delivered on a local and Trust level	JBA/ HRBPs	JBA to agree with HRBPs what the role will look like and process for who may be appointed	01.10.18		
				JBA/ HRBPs	Successful candidates for E&D leads division/department to be confirmed through Workforce Committee in October 2018	31.10.18		
4. Increase overall awareness of Equality and Diversity across	Grow our communication and engagement plan in support	ALL	Measure improved engagement and participation on each event	JW/ SH /MW	To establish a calendar of events linked to the promotion of ED agenda and this plan	01.09.18		

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the Trust by celebrating diversity.	of E&D through the publication of an events calendar. Encourage ALL staff to participate			MW	Publish calendar to all staff and subsidiaries across the organisation	Third Quarter 2018/19		
				HRBPs /JBa	Each Corporate area and Clinical Directorate to champion an event each from the calendar on a rolling basis	ongoing		
5. Equality and Diversity to be embedded into Directorate plans	HRBPs make this an integral part of the planning cycle which ensures that BME staff are treated fairly in areas such as training, promotion and leadership opportunities	ALL		HRBPs & JBa	JBa to work with HRBPS through the business and workforce planning cycles for 2019/20 to ensure equality and diversity impact assessments form part of these processes	Quarter 3 2018/19		

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6. To maintain high proportion of staff self-reporting ethnicity and ensure equality data held is up to date and accurate	96.8% of staff have self-reported their ethnicity.	1	Through the annual data validation exercise to be carried out annually in October of each year	D'DI	Annual Data validation exercise to be carried out annually in October of each year	31.10.18 then annually		
			Percentage of staff reporting ethnicity to improve ie. "not declared" options to decrease in favour of positive reporting	D'DI/ JW/ JBa/ MW	Deliver an awareness campaign aligned to advising our staff of the importance of declaring this information.	30.09.18		
				D'DI/ JW/ JBa/ MW	Utilise the support of our ED Comms Champions and Staff Council	30.09.18		
7. Explore how we can use existing equality link roles and potential ones	To raise the profile of WRES and equality issues across the organisation.		Minutes form meetings Measure staff engagement with the E&D agenda.	JCa , SH, NE & JBa	Engage Staff Side representatives and staff council in WRES and WRES to be regular item on agenda at Trust Partnership Group, Staff Council Meetings and the Workforce committee.	01.10.18		

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such as through Staff Side partners and Staff council to promote WRES and share experience/ best practice	Members of the group will be our ambassadors out in the business, sharing case studies and good practice, internal and external		Focus groups to be held with staff and in partnership with our Staff Side colleagues.	JBa/ HRBPs	Group of identified champions to be established and confirmed to the various committees mentioned above	31.10.18		
				MW	Appointment of E&D Comms champions to be launched with photo opportunities	30.11.18		
8. "Champion of Junior Doctor Working less than full time"				JBa	To get a decision on the inclusion of this and the detail before this draft plan goes to HMC/BOARD	01.09.18		
9. Diversity training for managers to commence as	All managers to be trained on a mandatory basis to		Plan to be developed to analyse the "gaps" described within the objective	SH/ JCa/ JW	SH/OD to set up training sessions, communicate and deliver as commencing by 01.09.18	01.09.18 and on-going		

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independent session and to include unconscious bias session from September 2018	increase awareness of equality and diversity issues amongst managers		Outcome of this evaluation to form the basis of any action plan for improvement and to be included as exercises on training sessions as examples of work based practice	SH/ JCa/ JW	On-going review of attendance and non-attendance to pick up gaps in areas or by staff group	Ongoing		
			Staff focus groups to form part of the evaluation	SH/ JCa/ JW	A review will be undertaken at the end of the second year to assess the impact the training has had as well as to identify any additional steps to reach during 2019/2020.	31.12.20		
10. Enhance Career progression and improve the representation of BME staff in senior posts	Representation of BME staff in senior roles is not proportionate with overall workforce.	1,2,7	Annual E&D data Regular review through recruitment process audits to establish areas for	JCa/ JBa	Analyse attendance by BME staff on Trust Leadership training programmes designed to create a level playing field for BME staff and to give those with the talent and potential a fast track opportunity to move into senior leadership roles the tools to do so.	Quarter 4 2018/19		

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within NWAFT, linked to management training, succession planning, and talent management aimed to increase the promotion of senior roles to BME staff	<p>This is particularly noticeable in non-clinical roles and bands 8c and above.</p> <p>White staff are more likely than BME staff to believe that the Trust provides equal opportunities for career progression or promotion (88% white, 82% BME)</p>		action and development	JCa/ JBa	If attendance by BME staff is low, identify ways in which the Trust can increase participation by BME staff in the available training programmes for example active promotion of Leadership Development programmes to BME staff.	From quarter 4 2018/19 Ongoing		
				TP	Through our recruitment review in 2018/2019 we will implement an interview assessment form that is transparent, including a scoring methodology which is reflective of the trusts values.	31.03.19		
				JBa	By the end of 2018/2019 we aim to roll out the assessment form to all managers involved in the recruitment and selection process.	31.03.19		

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11. Review induction and training given to staff to ensure that staff who trained overseas are given sufficient training and information about NHS and UK culture and behavioural expectations	To ensure that we treat all staff equally and in doing so improve our rates of retention	3	Annual E&D data Induction Course evaluation	BA/ HRBPs /BP	To analyse all participants going through induction training, comparing these numbers for collation with starters on the basis of BME groups.	Plan to be in place for early quarter 3 2018/19		
				BA/ BP	Benchmark our induction programmes with those of other organisations	As above		
				BA/ BP/ HRBPs	Review the Trust, Junior doctor and local inductions to ensure the needs of our overseas recruits are accommodated and measured/evaluated for positive impact/improvement.	30.11.18		
				JBa	The strategy for Trust and local inductions and its links to BME staff needs to be included as an integral part of the overseas recruitment strategy	31.12.19		

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12. To build a diverse and inclusive leadership	To support career progression for staff from BME backgrounds	1,2,7	Annual E&D data	BA/ JW/	Explore existence/effectiveness of mentorship programmes for Trust BME Staff who want to support their career aspirations, e.g. RCN BME Ambassador programme	Quarter 4 2018/19		
				BA/ HRBPs	Depending on outcome of above, develop internal mentorship programme if external schemes are not sufficient	Quarter 4 2018/19		
				HRBPs	Potential candidates for external or internal programmes to be identified through the HRBPS	30.11.18		
				JBa/ HRBPs /NE	Mentors to be identified from within our Trust. RCN work on mentors model to be explored as potential solution/model	31.12.18		
				BA/ JCa HRBPs	Training to be developed and delivered	31.01.19		

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<p>13. Explore the possibility of adding additional questions to staff surveys ie–Have your Say around experiences of E&D, to include harassment and bullying and discrimination at work and opportunities for career progression. Further analysis of areas and local action plans to be devised once more information’s known</p>	<p>To gain a better understanding about claims of discrimination and bullying and harassment amongst BME staff.</p> <p>Number of BME staff reporting discrimination at work by manager/team leader/colleagues is higher than white staff 13% BME compared to 8% white</p>	5,6,8	Staff Survey results and delivery of associated action plans	<p>JCa/ JBa</p> <p>JCa/ NE</p> <p>JCa/ HRBPs</p> <p>JCa/ HRBPs</p>	<p>Plan to be developed to analyse the “gaps” described within the objective section of this action plan and questions for the survey devised in accordance</p> <p>Develop some specific questions in partnership with steering group colleagues and based on output from previous surveys</p> <p>Further analysis of areas and local action plans to be devised once more information is known and linked to gaining further understanding of the “gaps”.</p> <p>Run staff listening events with BME staff to understand this area further</p>	Quarter 3 HYS survey 2018/19		

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14. Develop the understanding of managers and employees in recognising and managing Harassment and Bullying, with the longer term intention of a reduction in the instances of bullying and harassment concerns raised.	National Staff Survey results need to be developed towards improvement where needed to scores from the perspective of Trust, national and benchmarking trusts BME staff are slightly more likely than white staff to experience bullying and harassment by patients, relatives or public 28% white, BME 29%	5,6,8	Levels reported and actions taken Results of local and national benchmarking on B&H	JW/ JBa	Plan to be developed to analyse the “gaps” described within the objective to form an action plan for evidence based change	Detailed plan based on action described and all actions to be complete by end Quarter 3 2018/19		
				JCa/ BA	Develop an integrated training plan which draws on current training delivered by the Trust’s to include including conflict management and resolution training.	31.12.18		
				JCa/ BA	Roll out of the training, using a targeted approach for those areas that are the highest priority based on existing data ie Datix, NSS hotspots.	31.12.18		
				LC	The Trust will appoint 12 x Freedom to Speak up Champions to support the Trust Freedom to Speak up Guardians.	31.12.18		

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	Members of staff from a white background are more likely than staff from a BME background to report experiencing harassment, bullying or abuse from staff (27% white and 18% BME).			JBa/ NE	Full engagement and partnership working on plans and actions with staff side through the TPG forum. Engage with and use the x 12 'speak up champions'.	On-going		
				JBa/ HRBPs /TP	A review will be undertaken at the end of the second year to assess the impact the training has had as well as to identify any additional steps to reach during 2019/2020 and 2020/2021.	31.12.20		
				MW/ JW/ JCa	Explore a refreshed communications campaign to all staff, service users and visitors to the Trust regarding the Trust's zero tolerance approach to bullying, harassment, abuse and violence.	31.12.18		
15. We aim to ensure that all staff going through the formal	Aim to evidence Improvements through the HR ER Case	3	Quarterly monitoring of ER cases	JW /JBa	Review the Trusts disciplinary policy commencing with a re-visit to the EIA	30.11.18		

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disciplinary process are treated fairly regardless of their ethnic background.	database A higher proportion of white staff go through the disciplinary process compared to staff from a BME background.			JW/ JBa	To review the checks and balances contained within the policy and the feasibility of an added management filter before formal disciplinary proceedings commence	30.11.18		
				JBa/ JW	Undertake a detailed audit/"cold case" review of all disciplinary cases in the last 12 months to identify trends and if needed address any issues/learning arising	01.12.18 – on-going		
				SH	Develop and deliver awareness training for HRBPS, HR Advisors and Staff Side partners, to include unconscious bias	31.10.18		
16. To improve relative	To establish the likelihood	2	Annual E&D data related to all	TP/ JBa	Plan to be developed to analyse the "gaps" described within the objective	30.11.18		

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likelihood of BME staff being appointed from shortlisting across all posts	of BME staff being selected from shortlisting to look at the improvement that can be made to process to ensure they are treated equally and fairly Our own evidence shows us that Staff from a BME background are less likely than white staff to be selected from shortlisting		recruitment Introduce KPIs to support BME staff in the recruitment & selection process	TP	Through recruitment review of 18/19 grow an improved understanding of where the Trust is with the recruitment process in terms of KPIS & customer feedback, to include BME recruitment	31.12.18		
				TP/ SH/ HRAs	Review of the Recruitment and Selection training programmes to include review of section on unconscious bias training.	31.10.18		
				TP	Undertake a detailed audit to see if all recruiting managers and those who sit on interview panels have attended the Trust recruitment and selection training	31.10.18		
				TP	Identify those managers who may not have attended R&S training since unconscious bias content was included	31.01.19		
				JCa/ HRAs /	Start to retrain those recruiting managers who have not attended any R&S training or may not have	31.03.19		

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				HRBPs	attended R&S training since unconscious bias content was included.			
				JBa/TP	Detailed analysis by Agenda for Change band into likelihood of BME staff being appointed, to show positive improvements	31.01.19 - ongoing		
Collection and recording of non-mandatory training and CPD.	We are currently unable to assess the relative likelihood of BME staff accessing non-mandatory training and CPD compared to white staff as	4	Annual E&D Data	BA/JCa/TS	Define non-mandatory training and CPD	30.11.19		
				BA/JCa/TS	Gather information around what information is currently collected and recorded and by which departments	31.01.18		
				BA/JCa/TS	Record all non-mandatory training and CPD centrally on ESR to improve the reliability of the data and obtain a clearer and more accurate picture of staff access to training.	31.07.19		

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	we do not collect and record all information relating to this.							

In addition to the above actions associated with the agreed Trust Equality Objectives further actions are planned under other streams of work which will support action to improve the Trust's WRES data and outcomes and these include:

- Implementation and embedding of the NWAFT values and particularly linked to WRES, the values “we work positively together” and “we are actively respectful” (all WRES indicators)
- Reviewing and continuing to roll out our values based recruitment (WRES indicators 1, 2 & 8)
- Incorporation of values into the MPA process, together with mechanisms to measure the quality of engagement and conversation between managers and staff (WRES indicator 3)
- Introduction of a new learning management system which allows better reporting against ethnicity of learners, those being appraised and those going through the MPA process (WRES indicators 3 & 4)
- Improving communication between staff and service users via targeted training and development (WRES indicators 5)
- Values based leadership development (WRES indicators 6 & 7)
- Using assessment centres and other methodologies to obtain more objective selection methods (WRES indicators 1 & 2)
- Setting up WRES listening events for all our staff to ensure that we keep engagement and conversations “alive” (WRES indicators 3 & 4)

Initial	Name	Title / Role
LT	Louise Tibbert	Director of Workforce and OD
SH	Simon Howard	Equality, Diversity and Inclusion Lead
JBa	Joanna Bainbridge	Deputy Director of Workforce and OD
JW	Jane Wells	HR Business Partner, Corporate Services
MW	Mandy Ward	Head of Communications

BA	Brian Aird	Assistant Director of Learning and Development
JCa	Jo Catlin	Assistant Director of Organisational Development
DDI	David De Lisle	Senior Workforce Information Analyst
NE	Natasha Emery	Staff Side Chair
TP	Tracy Priestman	Resourcing Manager
TS	Tony Shanahan	HR Systems and Transformation programmes Manager
BP	Barbara Petrie	Manager, PGME Centre
LC	Lesley Crosby	Deputy Chief Nurse and Speak Up Guardian
HRAs	n/a	Human Resources Advisors
HRBPs	n/a	Human Resources Business Partners