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| **WRES Action Plan 2022-23** |
| **Measure** | **Area of development / Action** | **Impact**  | **Timescale** | **Lead** |
| Metric 1 - Percentage of Black, Asian or other Ethnic Minority leaders compared with White leaders | We will:* Work to ensure that the targets aimed at increasing representation of our Black, Asian and Ethnic Minority employees (20%), as well as disabled employees (19%) and LGBTQ+ employees (7%) in all of our leadership and management development programmes are met
* Continue to participate in activities at a regional level to establish targeted programmes to support the career progression and promotion of our black, Asian and ethnic minority employees
* Evaluate year 1 of the Reciprocal Mentoring Programme
* Deliver year 2 of the Reciprocal Mentoring Programme
* Increase the numbers of staff by ethnicity and gender who can participate in recruitment panels to ensure that the 100% target is achieved for Band 8a+ and Consultant roles
* Continue to report on applications received, shortlisted and appointed by ethnicity, include this data in the EDI Dashboard
 | Increase the proportion of Black, Asian and other Ethnic Minority individuals in leadership positions across the Trust. Ensure the inclusion of Black, Asian and other Ethnic Minority colleagues in decision making. Create visible role models. Enable a more inclusive approach to planning services and shaping STH’s workforce.  | Ongoing Ongoing July 22September 22 to March 23 September 22September 22 and ongoing  | ODD Leadership and Management Development Team / SNG’s ODD Leadership and Management Development Team / All TrustODD EDI Team ODD EDI Team HRHR and ODD EDI Team  |
| Metric 2 - Recruitment activity | We will:* Update the Recruitment and Selection Policy with support from the EDI team and ensure that EDI is central to all practice, and it contains links to guidance to support best practice
* Re write the recruitment and selection training package and ensure that this is available for all new managers and is rolled out across the Trust (timescale to be agreed)
* Investigate use of bias identifying tools (race and gender) to inform creation of JD / PS, etc
* Continue to ensure that Equality Impact Assessments are completed to a high standard for any new or changed HR policy or procedure
* Review and ensure that the Trust’s approach to Values Based Recruitment is fit for purpose
* Ensure that the essential training as identified in the EDI training directory is completed by all managers
* Continue to evaluate recruitment via Bands and Staff Groups and investigate cases of either perceived or actual under representation and report to the EDI Board
* Develop a plan to connect to the local community to increase visibility and promote STH as an employer of choice
* Make guidance on applying for posts and the selection process available in accessible formats
 | Increase the number of Black, Asian and other Ethnic Minority colleagues entering the workforce and progressing through the organisation. | September 22 September 22 December 22 March 23 September 22March 22 OngoingSeptember 22 and ongoingSeptember | HRHRODD EDI Team / Workforce TeamHR / ODD / EDI TeamHRODD EDI ODD EDI Team / All TrustHR / ODD EDI Team HR |
| Metric 3 - Formal disciplinary process | We will:* Review lessons learned from the application of the Disciplinary Policy (implemented in June 2021) to ensure the working practice is going well
* Continue to provide ‘Investigation Training for managers’ on a 12-month rolling programme
* Continue to provide Disciplinary Panel training on a 12-month rolling programme
* Work with the REIN staff network group to encourage Black, Asian and Ethnic Minority managers to put themselves forward for practical investigation and panel member training and act as Investigators/Panellists for active cases
* Complete review of ‘Fact Finding’ guidance for line managers
* Complete analysis and assessment against the range of indicators agreed with Staff partners in September 2021 to review the implementation of the Disciplinary Policy after 6 and 12 months of operation
* Agree the process for appointing diverse investigators and panels
* Review cases and themes to identify any process and practice improvements that can be made to improve the approach to the management of casework.
* Provide EDI (Inclusive leadership and microaggressions) training for the HR Business Partner/Medical HR Team
* Raise awareness of the REIN staff network as a source of support for staff involved in disciplinary processes
 |  | Ongoing on a monthly basisOngoing OngoingOngoingSeptember 22December 2022September 22 and ongoingOngoing on a monthly basisOctober 22September 22 and ongoing | Head of Operational HR/HR Business Partner Team/Staff PartnersHR Business Partner Team/Staff PartnersHead of Operational HRHead of Operational HRHead of Operational HRHead of Operational HRHead of Operational HRODD EDI TeamHR / ODD EDI Team and REIN |
| Metric 4 - Access to non-mandatory training | We will:* Continue to monitor the uptake of training to ensure equity of access and opportunity
* Continue to work with the education leads to explore any potential areas for concern
 | Ensuring Black, Asian and other Ethnic Minority colleagues have the same access to and opportunity for training as White colleagues  | OngoingOngoing | Learning and Development TeamLearning and Development Team |
| Metric 5, 6 and 8 - Staff Experience | We will:* Continue to Work with REIN and Staff Side to reduce all forms of discrimination, bullying, harassment and abuse
* Complete the review and refresh of the Violence and Aggression from Patients and Services Users and Withholding Treatment Policy, ensuring a focus on supporting staff experiencing discrimination and hate crime and how to report it
* Produce guidance for staff on appropriate ways to tackle discrimination directed at staff from patients, family members, and carers
* Implement the refreshed Violence and Aggression etc Policy and ensure that training is provided to all staff and communicated to all patients and service users
* Continue to promote the Trusts Freedom to Speak Up Guardians and Advocates
* Provide training for new advocates
* Review and refresh the Acceptable Behaviour at Work Policy and ensure that it takes a more proactive informal approach to resolving concerns
* Launch the Equality Champions Programme to support the roll out of the Race Equality Charter
* Focus a ‘Conversation Corner’, part of the LEAD management briefings, on raising awareness and understanding of the new Acceptable Behaviour at Work Policy
* Further promote the wide range of EDI-related e-learning opportunities on PALMS
* Promote the Equal Opportunities in Employment Policy
* Continue to work with all four Staff Network Groups and support their development
* Continue to review Freedom to Speak up cases, report through identified governance processes, and ensure that lessons are learned
* Continue to identify and review hotspots in relation to discriminatory attitudes, behaviours, actions with HR, EDI Team and Staff Partners
* Review the new national guidance on Risk Assessments
* Continue to ensure that HWB conversations are part of staff appraisals
 | To ensure all staff feel safe and confident at work regardless of ethnicity | Ongoing September 22 September 22September 22 and ongoingOngoingMay 22 September 22 September 22September 22Ongoing September 22 OngoingOngoingOngoingSeptember 22Ongoing | HR / ODD EDI Team / Staff Side and REIN staff networkPatient Safety Team ODD EDI / Patient Safety TeamPatient Safety Team HR Business Partner Lead for FTSU/Comms TeamHR Business Partner Lead for FTSU/Comms TeamHead of Operational HRHR / ODD Leadership and Management Development TeamODD EDI TeamHead of Operational HR / ODD EDI Team HR / Comms ODD EDI Team FTSU Steering and Operational GroupHR / ODD EDI Team HRHR |
| Metric 7 - Percentage believing that trust provides equal opportunities for career progression or promotion | We will:* Continue our work with departments to identify barriers to progression for specific job roles and Bands, and develop a programme of activity to increase the success rates of Black, Asian and Ethnic Minority employees
* Continue to provide support and guidance to the Race Equality and Inclusion Staff Network Group to include the provision of protected time for key roles and ensure that the group is included in relevant decision making
 | To ensure that staff feel that they have equality of access to opportunities for progression, that opportunities for career progression are open to all and awarded on merit, and that the Trust is addressing the barriers that exist and inhibiting staff from achieving their aspirations and potential | Ongoing Ongoing | ODD EDI Team / HR ODD EDI Team |
| Metric 9 - Percentage of BME Board membership | We will:* Ensure that the recruitment process for Non-Executive Board Members is inclusive and is focussed on representing the communities we serve
* Ensure the recruitment process for Governors is inclusive and is focussed on representing the communities we serve
* Provide EDI training to Governors, Non-Exec and Exec Directors
 | To increase diversity at the most strategic level of the Trust.  | OngoingSeptember 22September 22 and ongoing  | Chief Execs Office Chief Execs OfficeODD EDI Team |