

Integrated EDS2 and WRES workforce action plan progress update July 2019

AIMS		OBJECTIVES		AGREED ACTION	UPDATE
(based on EDS2 Goal 3 outcomes)		(those based on WRES indicators are numbered)			
3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels	1	To increase the % of BME staff in each of the AfC bands 1-9 and VSM (inc Executive Board members) to reflect the % in the local population	<p><u>Increase applications from BAME population</u></p> <ul style="list-style-type: none"> Continuing with the 'New Horizons' project, working with schools and colleges in North & South Kirklees. Project includes engaging with the local BME community on the areas of mental health awareness, employability skills and promoting the Trust and wider NHS as an employer of choice 	Project evaluation from both students and teachers continues to be very positive and we are progressing with the recommendation to build on this success in the future. A fourth programme of work is scheduled for September/October 2019
		2	To ensure that the relative likelihood of BME staff being appointed from shortlisting across all posts is the same as that of white staff	<ul style="list-style-type: none"> Updated recruitment information continues to include use of social media showing a diverse workforce Continue and enhance the work with Universities to increase the number of students from BME communities on health related degree courses 	Recruitment and retention group currently looking at the recruitment marketing and onboarding. Use of appropriate platforms for all recruitment including medical and Director level, as well as bank staff recruitment
		9	To have a Trust Board whose BME voting membership reflects its overall BME workforce	<ul style="list-style-type: none"> Include representative workforce focus in annual workforce planning discussions with BDU's and services <p><u>Positive action to support development of BAME Staff</u></p> <ul style="list-style-type: none"> The Trust continues to sponsor BME staff onto the NHS Leadership Academy 'Stepping Up' and 'Ready Now' programmes. These offers are incorporated in the Trust's Leaders and Managers development pathway and access to 360 feedback is included within these programmes 'Moving Forward' is being progressed in partnership with Bradford Care Trust and L&Y Partnership. The crucial conversations training/coaching is offered to Trust participants on the Moving Forward Programme 	<p>The Trust has appointed 2 BME Board members since April 18</p> <p>Trust continues to sponsor a number of candidates on the national leadership programme. In addition, access to the regional 'RADAR' programme is now available</p> <p>The Trust's in house 'Moving Forward' programme is being delivered between October 19 and April 2020 and includes BME staff from 2 of our MH alliance partners along with our Wakefield Continue Care alliance partners</p>

				<ul style="list-style-type: none"> • Introduction of Reciprocal Mentoring pilot programme <p><u>Ensuring our recruitment processes are fair and transparent</u></p> <ul style="list-style-type: none"> • Centralised exit interviews for all staff has been approved and the process is now in operation. The feedback will be collated 6 monthly and reviewed by the EMT and Workforce and Remuneration Committee • Staff wellbeing survey now includes questions for both EDS2 and WRES audit. The next survey is due Spring 2020. • Audit of acting arrangements to take place in September 2019 	<p>The Trust has created a development opportunity for an individual to play a key role in the introduction and evaluation of a Reciprocal Mentoring programme for BME staff.</p> <p>The Trust's gender pay gap report and action plan has been extended to include ethnicity</p> <p>Actions to be included in the overall staff wellbeing action plan</p>
3.2	The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations		To undertake local audits by gender, ethnicity and disability	<ul style="list-style-type: none"> • Annual pay audit undertaken and submitted to the Workforce and Remuneration Committee. Next submission date March 20 	Gender pay gap action plan update to go to Workforce and Remuneration Committee
3.3	Training and development opportunities are taken up and positively evaluated by all staff	4	To ensure that the relative likelihood of BME staff accessing non-mandatory training and CPD is the same as that of white staff	<ul style="list-style-type: none"> • Ensure all training is recorded and monitored and study leave forms completed across the Trust. • There is an appeals process that staff can access if they believe training requests have been unfairly rejected. 	Training outcomes are identified though formal learning needs analyses with services to inform a training delivery plan with associated resources and costs included
3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source	5	To reduce the numbers of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	<ul style="list-style-type: none"> • The RACE Forward network was established to review support and actions required regarding harassment and bullying from service users, carers and visitors • The Trust has held 'engage and listen' events looking at next steps in 4 key priority areas for improving staff and service user experience: 	<p>The network has formed a cross organisational group with similar NHS organisations in the Region to look at developing shared pieces of work to progress this agenda</p> <p>The Trust is developing a revised framework for the prevention of harassment and bullying. This will</p>

		6	To reduce the numbers of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months	<ul style="list-style-type: none"> ➤ Increasing staff engagement ➤ Preventing harassment & bullying ➤ Workplace wellbeing ➤ Improving the quality of appraisals <ul style="list-style-type: none"> • Middleground, a 2 day forum for senior leaders, is being refreshed and will focus on the Trust's 4 key priorities 	<p>include looking at rights and responsibilities and relaunching the H&B advisor roles</p> <p>The Middleground programme's main emphasis will be on leadership actions and behaviours that will support us in developing the Trust to be 'a great place to work'</p>
3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives		To ensure all staff have equal access to request flexible working opportunities	<ul style="list-style-type: none"> • Appeals against flexible working decisions are rare. No evidence of any WRES issues. • The staff survey results show that BME staff are equally as positive as white staff regarding flexible working opportunities • Flexible working guidance will be reviewed. 	<p>Any issues arising will be addressed as required. Review as part of Staff surveys</p> <p>A further review will be discussed at the Safer Staffing meeting Autumn 19</p> <p>Retire and return guidance is being revised and updated.</p>
3.6	Staff report positive experiences of their membership of the workforce		To improve the experience of staff while working for the Trust	<ul style="list-style-type: none"> • Staff wellbeing and engagement survey • EDS2 survey undertaken again 2019 • Friends and Family test 	<p>Results discussed with staff networks and relevant action plan developed</p> <p>..... "</p> <p>..... "</p>
		3	To ensure that the relative likelihood of BME staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation is the same as that of white staff	<ul style="list-style-type: none"> • Review disciplinary cases and lessons learned. • Disciplinary procedure currently being reviewed 	<p>The Trust will engage with the BAME network to support this process. Review to take place in late 19/early 20</p> <p>Procedure will include 'just culture' and decision tree</p>
		7	To increase the numbers of BME staff believing the Trust provides equal opportunities for career progression or promotion	<ul style="list-style-type: none"> • Continue to evaluate experiences of staff attending 'Stepping-Up' & Moving Forward programmes. • Continue with 'Moving Forward' programme and monitor progression of participants. • Continue to deliver aspiring directors (Shadow Board) programme and executive coaching/mentoring for senior leaders/managers. 	<p>The Trust is working with the BAME network supporting colleagues into 'Ready Now', 'Stepping Up' and 'RADAR' the NHS Leadership Academy programmes. Partnering with BD, LYPTF and WCC Alliance to deliver 'Moving Forward' and 'Shadow Board' programmes</p>

					Medical leaders development programmes launched in Spring 2019 with additions agreed for Autumn 2019
		8	To reduce the numbers of BME staff who have personally experienced discrimination at work from manager/ team leader or other colleagues in the last 12 months	<ul style="list-style-type: none"> Preventing Harassment and Bullying Framework will be launched summer 19. 	This year the Trust held 'engage and listen' events which focussed on 4 key areas including harassment and bullying. The framework will include rights and responsibilities and relaunching the H&B advisor roles