

## WRES workforce 4 point action plan 2020

<b>Key Action - Recruitment</b>	
<u>WRES Indicators</u>	
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	
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	
<b>Agreed Action</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>• Appoint WRES OD lead</li> </ul> <p><u>Increase applications from BAME population</u></p> <ul style="list-style-type: none"> <li>• Continuing with the 'New Horizons' project, working with schools and colleges in North &amp; 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</li> <li>• Updated recruitment information continues to include use of social media showing a diverse workforce</li> <li>• Continue and enhance the work with Universities to increase the number of students from BME communities on health related degree courses</li> <li>• Re-introduce Positive Action Training (PAT) scheme</li> </ul> <p><u>Ensuring our recruitment processes are fair and transparent</u></p> <ul style="list-style-type: none"> <li>• Centralised exit interviews for all staff have been approved and the process is now in operation. The feedback will be collated and reviewed by the EMT and Workforce and Remuneration Committee</li> <li>• Review recruitment process. Look at including BAME representative on all key appointments include 8a and above. Review if there are key areas where there is under representation, e.g. corporate services bands 5 to 7 and key clinical jobs</li> </ul>	<p>Expressions of interest received and values based shortlisting in progress</p> <p>Plans for this year currently suspended due to covid, will be revisited at a later date</p> <p>Recruitment stand for careers events shows diverse images, WRES OD lead to review</p> <p>WRES OD lead to review</p> <p>In planning stages, working with colleagues from BAME network</p> <p>WRES OD lead to review</p> <p>WRES OD lead to review to include ensuring we have diverse and representative panel for key appointments</p>

<b>Key Action – Representative leadership at all levels</b>	
<b><u>WRES Indicators</u></b>	
<p><b>4) To ensure that the relative likelihood of BME staff accessing non-mandatory training and CPD is the same as that of white staff</b></p> <p><b>7) To increase the numbers of BME staff believing the Trust provides equal opportunities for career progression or promotion</b></p> <p><b>9) To have a Trust Board whose BME voting membership reflects its overall BME workforce</b></p>	
<b>Agreed Action</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review of all key decision making groups within the Trust to ensure they are representative of the BAME workforce, eg Silver command, OMG etc</li> <li>Include representative workforce focus in annual workforce planning discussions with BDU's and services</li> <li>The Trust will actively promote and support 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)</li> <li>The Trust will continue to deliver the 'Moving Forward' programme in partnership with Bradford District Care, Leeds &amp; York Partnership and Mid Yorkshire NHS Trusts</li> </ul>	<p>Data being reviewed</p> <p>E&amp;D continues to be a focus in the annual workforce planning meetings with BDU's</p> <p>The Trust continues to sponsor a number of candidates on these national leadership programmes. In addition, access to the regional 'RADAR' programme is now available and we sponsor colleagues to attend the NHS Leadership Academy 'Mary Seacole Local' programme, delivered in partnership with 2 x other Mental Health Trusts in West Yorkshire.</p> <p>The Trust LMD Leads are currently undertaking a review of our Leaders &amp; Managers Pathway to ensure opportunities for aspiring and current leaders &amp; managers. This includes priority access to 360-feedback and licensed self-development tools (e.g. MBTI, etc.) for colleagues from under-represented groups.</p> <p>The Trust's in-house 'Moving Forward' programme was 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. The core modules of the programme were delivered as scheduled, with the remaining elements, including the NHS Leadership Academy 'Edward Jenner' programme, due to be completed by end of September 2020. Discussions with partners in redesigning the programme to reflect current circumstances are currently underway and will inform the next run of the programme from December 2020 to July 2021.</p>

<ul style="list-style-type: none"> <li>• Crucial conversations training/coaching to be offered to Trust participants on the Moving Forward Programme</li> <li>• Continue with Reciprocal Mentoring scheme for BME staff</li> <li>• Continue to deliver aspiring directors (Shadow Board) programme and executive coaching/ mentoring for senior leaders/managers</li> <li>• Medical leaders development programmes launched in Spring 2019</li> <li>• Introduction to Leading &amp; Managing (I2LM) programme offer to include staff from under-represented groups</li> <li>• Coaching and Mentoring framework to include offer to staff from under-represented groups</li> </ul>	<p>The Trusts 'Crucial Conversations' programme includes priority places for colleagues from under-represented groups. The programme is now under review and redesign to reflect current circumstances, post-lockdown. This will inform resumption of the programme in September 2020</p> <p>An evaluation of the first pilot cohort of 6 x mentees and mentors is currently underway. This will inform completion of the remainder of the pilot programme and the programme is being expanded to include a second cohort. Priority will be given to colleagues on our targeted programmes (Stepping-Up, Moving Forward, 12LM, etc.).</p> <p>The Trust has now resumed planning discussions about a further joint 'Shadow Board' programme with Mental Health partner Trusts in West Yorkshire and which is now intended to run between January and July 2021</p> <p>Following the Trust launching a 'Medical Leaders Pathway', the programmes paused throughout Lockdown are being restarted. Initially, this is with 'JAPS' and a 'Senior Medical Leaders Masterclass'. The Pathway will see the addition of a 'New Consultant' programme in October 2020</p> <p>The Trusts 'Introduction to Leading &amp; Managing (I2LM)' programme was launched in 2019; a further cohort started prior to Lockdown. Both 12LM programmes are currently paused and include priority places for colleagues from under-represented groups. The I2LM programme is now under review and redesign to reflect current circumstances, post-lockdown. This will inform resumption of both programmes in September 2020</p> <p>In further developing its 'Coaching &amp; Mentoring Framework' the Trust commissioned an in-house ILM Level 5 qualification programme to be delivered in partnership with our Mental Health partners in West Yorkshire. This includes priority places to colleagues from under-represented groups. In completing the programme, participants will be required to provide coaching support to other colleagues across the Trust, priority again being given to those from these target groups of our staff. The 10-month programme was due to commence in May 2020 as is now on hold until October 2020.</p>
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<ul style="list-style-type: none"> <li>• Introduction of Building Leadership for Inclusion</li> <li>• Introduction of BAME Talent Pool</li> </ul>	<p>The Trusts executive coaching, coaching and mentoring offer has been available throughout the period of Lockdown, with priority access to our staff from BME communities, this access is now being extended to include 360-feedback and licensed self-development tools. (E.g. MBTI, etc.)</p> <p>The Trust will resume our 'Building Leadership for Inclusion' activities post-lockdown via the NHS Leadership Academy. The priority will be to further develop our approach to 'Inclusive Leadership' via a 'Board Development' (ILDBO) programme to inform a revised Trust-wide strategy and plans.</p> <p>This development is currently being scoped out.</p>
<p><b>Key Action – Bullying and Harassment (including Race Forward)</b></p>	
<p><b>WRES Indicators</b></p> <p><b>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</b></p> <p><b>5) To reduce the numbers of BME staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months</b></p> <p><b>6) To reduce the numbers of BME staff experiencing harassment, bullying or abuse from staff in the last 12 months</b></p> <p><b>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</b></p>	
<p><b>Agreed Action</b></p>	<p><b>Update</b></p>
<ul style="list-style-type: none"> <li>• Re-launch the Race Forward network with a zero tolerance approach regarding harassment and bullying from service users, carers and visitors</li> <li>• The Trust is planning to hold 'engage and listen' events for BAME staff during the next 12 months.</li> <li>• Preventing Harassment and Bullying Framework to include communications programme on racially motivated B&amp;H.</li> <li>• Great Place to Work to focus on healthy teams including supporting BAME staff and promoting diversity.</li> </ul>	<p>Race Forward is being reconfigured to include medical leadership and greater clinical involvement. 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>Workforce H&amp;WB lead and WRES OD lead (ongoing work)</p> <p>Workforce H&amp;WB lead and WRES OD lead (ongoing work) Now have B&amp;H advisors from the BAME network</p> <p>The 'Great Place to Work (GP2W)' senior leader's forum and programme was paused during the Lockdown. It is now being redesigned and will be a key</p>

<ul style="list-style-type: none"> <li>• Review of Disciplinary procedure will include an EIA which will consider the impact on BAME staff</li> <li>• Appointment of Equity Guardians to support staff throughout the Trust who are experiencing racial bullying and harassment from service users and carers</li> </ul>	<p>element of our revised Inclusive Leadership strategy delivered through our Health &amp; Wellbeing Support Centre offer to teams. The programme aims to further embed our BLFI activities to date into work practices of all staff.</p> <p>A new Resolution Process has been agreed with staff side and introduced in addition to the existing process. The full procedure will be reviewed in its entirety and will include a decision tree in line with the 'A Model Employer' strategy</p> <p>Currently Equity Guardians have been appointed in Wakefield and Kirklees</p>
<p><b>Key Action – BAME Health and Wellbeing</b></p>	
<p><i>No WRES Indicators</i></p>	
<p><b>Agreed Action</b></p>	<p><b>Update</b></p>
<ul style="list-style-type: none"> <li>• Established BAME H&amp;WB task force</li> <li>• BAME risk assessments to be undertaken for all staff including Bank staff</li> <li>• Appointment of a BAME H&amp;WB practitioner</li> <li>• Complete EIA for OH &amp; WB services</li> <li>• Staff wellbeing survey now includes questions for WRES audit. The most recent survey was carried out July 2020 and the results are currently being reviewed.</li> </ul>	<p>Task force meets on a weekly basis</p> <p>All staff risk assessments undertaken and follow up appointments in progress</p> <p>Appointment made, estimated start date mid-October</p> <p>Completed</p> <p>WRES OD lead to work with Workforce H&amp;WB lead</p>