

WRES ACTION Plan 2020 -2022

Red	Not yet begun
Amber	Begun but not complete
Green	Complete
Blue	New for 2020 onwards

Objective	Analysis	WRES Action	Lead	Date	RAG Rating
Indicator 1	Percentage of staff in each of the AfC Bands 1-9 and VSM (including Executive Board members) compared with the percentage of staff in the overall workforce.				
	As of 31/03/2018 BAME staff 18.5% White staff 80% null/Not stated 1.5%	Work with senior managers in these areas to develop plans to identify the underlying reasons and potential solutions and potential blockages to staff applying to senior management positions.	D&I Facilitator Senior Managers	May 2020	A recruitment review has been carried out to look at end to end recruitment.
	As of 31/03/2019 BAME staff 21 % White staff 78% and 1% null/not stated	Deliver agreed recommendations within the recruitment review.	Recruitment Team D&I Manager HRBPs	March 2022	
	As of 31/03/2020 BAME staff 22% White Staff 76% 2% null/Not stated As of 31/03/2020 BAME workforce had increase by (1%), White staff increased by (2%) and there was an increase in the null /'not stated' by 1%.	Analyse workforce reports to identify specific departments, job roles where BAME staff are poorly represented.	Workforce information Manager D&I Facilitator	May 2020	As part of NHS England Model Employers work Band 7 roles and above have been analysed and reported.
		Propose and implement staff development workshops for BAME staff (Personal Effectiveness, Career Planning and Job interview skills).	D&I Facilitator BAME Network Chair	March 2020	Opening Doors Programme on hold – Commenced March 2020
		Run and review specific BAME staff coaching sessions through OD Culture work	OD Team	January 2021	
		KMPT will be working with BAME Apprenticeship Alliance (a national organisation who raise the profile of apprenticeships within BAME Communities).	Apprenticeship Manager		Completed will need to wait for impact of this partnership.

Objective	Reason *most recent data is shown*	Action	Update	Lead	Date	RAG Rating
Indicator 2	Relative likelihood of staff being appointed from shortlisting across all posts.					
Shortlisted White staff 3303 BAME staff 1453 Appointed White staff 372 BAME staff 110	BAME staff are nearly 1.5 times less likely to be appointed from their application stage. This remains the same as the previous year.	<p>Improve representation of BAME staff in under-represented bands through recruitment and encouraging applications of existing staff.</p> <p>Specific targeted actions in recruitment process to:</p> <ul style="list-style-type: none"> All recruiting managers/panels to attend Resourcing and Selection Training Improve representation of BAME staff in under-represented bands through recruitment 	Interview and Shortlisting Training for BAME staff is currently being developed and will be delivered in April as part of the BAME Network meeting.	Recruitment Manager D&I Facilitator	April 2020	Training was due to commence face to face April 2020. OD to rework training for virtual delivery.
Indicator 3	Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation.					
White staff 0.7% BAME staff 1.2%	BAME staff are 1.7 times more likely to enter into formal disciplinary than white staff.	<ul style="list-style-type: none"> Employee Relations (ER) and Electronic Staff Records (ESR) data capture of staff entering into disciplinary investigations including the reasons for the disciplinary. Managers training in how to have difficult conversations staff. 	<p>ESR data on disciplinary</p> <p>L&M Training for managers contains difficult conversations, also included in O.D.P</p>	ER Manager D&I Facilitator	<p>Nov 2019</p> <p>December 2019</p> <p>December 2021</p>	<p>ESR data on disciplinary</p> <p>L&M training for managers includes having difficult conversations.</p>
		<ul style="list-style-type: none"> Although based on a small number (17 white staff and 9 BAME staff) the Early Resolution work as part of the Culture Programme will look into this further. Disciplinary is now included on ESR and in the WRES/WDRES reports. This information will need to be analysed. 		Culture Change Programme	December 2021	

Objective	Reason *most recent data is shown*	Action	Update	Lead	Date	RAG Rating
Indicator 4	Relative likelihood of staff accessing non-mandatory training and CPD					
White staff 59.6%	The relative likelihood of white staff compared to BAME staff accessing non-mandatory/CPD training is 1.1 A figure below 1 would indicate that white staff are less likely to access non-mandatory/ CPD training.	<ul style="list-style-type: none"> Introduce the 'Opening Doors' BAME development programme March 2020 Record, report and review learning and development offerings and activity by ethnicity. 	Opening Doors Programme to commence 17 th March.	D&I Facilitator Head of L&D	March 2020	Opening Doors Programme on Hold due to pandemic Learning and Development capture information. A training review is in progress
BAME staff 55.9%			Workforce Information & L&D to collaborate on report/data capture		March 2020	
Indicator 5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.					
	44.3% of BAME staff stated that they have experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months. A slight decrease from 45.8% in the previous year.	<ul style="list-style-type: none"> Communication campaigns to inform all service users and visitors to the Trust regarding the approach to bullying, harassment, abuse and violence of staff. Hate Crime Policy and Strategy to be launched in the Autumn - complete Pilot training for managers and staff – behaviours in the workplace delivered - Further roll out to be decided - considered too expensive Reminder to all staff to report on Datix BAME Freedom to Speak Up Ambassadors in place 	Awaiting ratification on Hate Crime Policy and Strategy, campaign to be developed leading up to National Hate Crime Week	D&I Facilitator BAME Network Chair	March 2020	Completed and published New launch to be arranged Behaviours in the workplace completed There are 8 BAME FTSU Ambassadors
		<ul style="list-style-type: none"> Write COMPACT for NHS Trusts and Police to sign up to so that incidents of hate crime are reported and published Operation Cavell will support Conduct a root cause analysis exercise on areas where harassment, bullying and abuse 				

		<p>are high and include response to incident by managers.</p> <ul style="list-style-type: none"> Identify and implement sanctions for repeat offenders of harassment, bullying and abuse Trust wide Implement safe spaces for staff to talk about incidents 				
Objective	Reason *most recent data shown*	Action	Lead	Date	RAG Rating	
Indicator 6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months.					
<p>Staff experiencing bullying harassment or abuse</p> <p>BAME staff 25.5%</p> <p>White staff 19.9%</p>	<p>BAME staff experience has decreased by 1.7% to 25.5% since last year.</p>	<ul style="list-style-type: none"> Trust wide use of mediation as a resource to resolving conflict and issues within teams/ individuals Staff can speak up at the BAME Forum and be supported by the Chair and/or members of the forum Reinforcement of the Dignity at Work policy – you talk Managers induction 	BAME Network D&I Facilitator ER Manager	March 2020	Completed	
		<ul style="list-style-type: none"> BAME network to encourage staff to become FTSU Ambassadors – increase the number of BAME FTSU Ambassadors from 8 -15 	FTSU Guardian BAME staff network	March 2022		
Objective	Reason	Action	Lead	Date	RAG Rating	
Indicator 7	Percentage believing that Trust provides equal opportunities for career progression or promotion.					
	<p>78.5% of BAME staff stated that they believe the Trust provide equal opportunities for career progression or promotion</p>	<ul style="list-style-type: none"> Introduce the `Opening Doors` BAME development programme Promotion of Leadership Programmes at BAME forum 	D&I Facilitator	March 2020	Completed, although delivery of programme on hold.	
		<ul style="list-style-type: none"> Deliver agreed recommendations within the recruitment review 	D&I Manager Recruitment Manager HRBPs	March 2022		

Indicator 8	In the last 12 months have you personally experienced discrimination at work from any of the following: Manager/team leaders or other colleagues?				
	<p>Staff survey indicates that this has decreased for our BAME staff from 14.2% down to 12.0%.</p> <p>This is lower than the average of 14% across the NHS. However it is higher than our white staff where 5.6% of staff stated that they experience discrimination from managers/teams leader/colleagues.</p>	<ul style="list-style-type: none"> Examine data collected with ER to determine trends in specific departments, roles or pay bandings where review and actions required Proposed for 2019/20 to monitor exit interview data to identify any particular trends and issues relating to staff leaving for these reasons 	Workforce Information & D&I Facilitator E&D Manager	March 2020	Completed Exit interview review forms part of recruitment review as no trends identified.
		<ul style="list-style-type: none"> Deliver agreed recommendations within the recruitment review in relation to exit interviews and review. 	ER Manager	March 2022	
Indicator 9	Percentage difference between the organisations' board voting membership and its overall workforce				
	<p>Board members: BAME =17% Non-BAME = 83%</p> <p>Current workforce: BAME = 21% Non-BAME =79%</p>	Work with KMPT Trust secretary to gather this data in 2021			