

Item 10 WRES Action Plan 2021-2022 April 22 v3 - Objective 1

1	To achieve our aim: of continuing to increase the number of BME staff across the Trust in all areas we will prioritise the following objectives	To deliver our objectives we will:	Outcome and measurement	Responsible Lead	Date for Completion	Progress	RAG
1.1	Positive Action interventions	Increase the number of BAME applicants and monitor impact of positive action interventions, and take action where positive action is not having a positive impact. Carry out at least 3 engagement events focused on BME potential applicants including the use of social media	Year on year increase of BME applicants with clear date reports	Carla Beechey Louise Jones	Quarterly	<ul style="list-style-type: none"> <li>•LJ - We have increased the diversity of our imagery on recruitment campaigns and social media to reflect our feedback of 'I want to see someone who looks like me'. D&amp;I lead and LJ to explore more ways of encouraging BAME employees to act as role models</li> <li>•1 engagement event has been attended so far this financial year specifically targeted to young BME people within our local communities. This event was called DRIVE and took place in October.</li> <li>•Trials are currently taking place on the use of 'live' events via Teams so these can be rolled out on a larger scale for both Community Career events and delivery of the Access course due to the limitations imposed by COVID</li> </ul>	
1.2	Increase the % number of BAME applicants converting to appointments at all levels of the Trust	Carry out at least 3 access courses supporting BAME applicants. Increase take up of management courses to support BAME applicants into more senior bands	Outcome reports	Carla Beechey Louise Jones Barbara Kozłowska	Quarterly	<p>Engaging Leaders commences every spring with a CPD tranche open to all with first line supervisory responsibility and a senior tranche for those at bands 7+. The opportunity is promoted widely including through our networks.</p> <p>One cohort Engaging Managers completed the programme in July 2020. 3 Out of the candidates were from BAME background. the autumn cohort has been postponed to February 2022 due to high operational pressures. All available development opportunities are promoted to the ONE Network members through the Chair of the Network and via targeted emails where appropriate.</p> <p>A range of external and internal development opportunities are promoted regularly through Weekly Briefing, Yammer and via targeted emails to relevant BAME staff e.g. Springboard, Cultural Ambassadors, Professional Nurse advocate, Elizabeth Garrett Anderson, Coaching ILM5</p>	
1.3	Share good practice from across the Midlands and nationally	Ensure examples of good practice on BME recruitment, retention, and attraction strategies are shared with HR and implemented as appropriate	Reports to DISAG	Mohammed Ramzan	May-22	MR - we have the NHS 6 Point action plan which will be fed to this group and also best practice from region through the ICS steering group will be shared with HR.	
1.4	Continue support and develop the BME ONE network and increase the number of WRES experts across the Trust by at least 2.	Work with the Chairs to produce interventions that will facilitate input into HR policies and equality impact assessments as well as implementation of the WRES action plan.	Increased involvement. Reports to D&I Steering Group. Be involved in WRES Action plan production and delivery where applicable. Two WRES experts trained.	Mohammed Ramzan	May-22	MR - has met the ONE Network chair and will be working towards implementation of the WRES action plan. Update: 28/1/2022 MR organised the ONE network meeting on Jan 19 2022, after a gap of 2 years. An action plan was devised and sub-group created to look at the Network Website which will be meeting in Feb to progress.	

Item 10 WRES Action Plan 2021-2022 April 22 v3 - Objective 2

2	<p><b>To achieve our aim: To continue to support programmes for BME staff which will open opportunities at higher banding levels we will prioritise the following objectives</b></p>	<p><b>To deliver our objectives we will:</b></p>	<p><b>Outcome and measurement</b></p>	<p><b>Responsible Lead</b></p>	<p><b>Date for Completion</b></p>	<p><b>Progress</b></p>	<p><b>RAG</b></p>
2.1	<p>Promotion of current frameworks and processes that support BME career progression through non-mandatory and CPD development opportunities.</p>	<p>Specific invitations to BME staff at all levels for appropriate development programmes from the OD Team and from the CEO to continue. Appropriate mentoring programmes put in place</p>	<p>Year on year increase of BME engagement with relevant OD management and mentoring programmes</p>	<p>Barbara Kozłowska</p>	<p>Quarterly</p>	<p>A range of external and internal development opportunities are promoted regularly through Weekly Briefing, Yammer and via targeted emails to relevant BAME staff e.g. Springboard, Cultural Ambassadors, Professional Nurse advocate, Elizabeth Garrett Anderson, Coaching ILM5, Engaging Leaders, Engaging Managers etc. All development opportunities are shared with the Chair of the ONE Network for cascading to BAME colleagues and are also shared on the ONE Network Yammer Group. A reverse mentoring programme is underway for senior BAME staff to work with Board members. This year, the Day in the Life programme has been opened up for Band 7 BAME staff. Updte 17/02/2022 A day in the life has been postponed for this year due to poor uptake and we will be looking to roll the programme out for next year</p>	<p style="background-color: green;"></p>

Item 10 WRES Action Plan 2021-2022 April 22 v3 - Objective 3

3	<p><b>To achieve our aim:</b>  <b>We will ensure that staff work in an environment where they are free from Discrimination, Bullying, Harassment and Violence and where staff treat each other with Dignity and Respect</b>  <b>we will prioritise the following objectives</b></p>	<p><b>To deliver our objectives we will:</b></p>	<p><b>Outcome and measurement</b></p>	<p><b>Responsible Lead</b></p>	<p><b>Date for Completion</b></p>	<p><b>Progress</b></p>	<p><b>RAG</b></p>
3.1	<p>To promote a culture where bullying, harassment, discrimination and violence will not be tolerated</p>	<p>Head of D&amp;I to work with the ONE network and external facilitators                      Memorhyme to roll out culture change programmes across the Trust</p>	<p>WRES survey results improved and pulse surveys undertaken to measure impact of culture change</p>	<p>Mohammed Ramzan                      Barbara Kozłowska</p>	<p>Quarterly</p>	<p>MR has held discussions with ONE network and Memorhyme to progress this further. Memorhyme are working on an artistic piece and will be contacting individuals with a view of rolling this out. Update: 28/01/2022 All interviews have been undertaken by the artists and resource developed. MR has highlighted to the developers, more emphasis on unconscious bias resource and training and micro-aggressions. June has been identified as potential rollout for the online webinar conference where Memorhyme will facilitate the sessions with identified staff. MR has emphasised the need to educate managers in each of the Hubs and that as a mechanism to roll out the training. Update 06/04/2022 - Memorhyme no longer are supporting WMAS due to unforeseen circumstances therefore online webinar for June is not taking place. However MR is in the process of seeking ownership rights of the Resource created and will utilise internally as part of 2022/23 WRES action plan</p>	
3.2	<p>That Head of EDI and Clinical Director continue to develop further resources for the purpose of developing cultural clinical insights into patient care building on work undertaken in 20/21</p>	<p>Develop a Trust wide initiative and training package that links clinical issues to cultural competence</p>	<p>Shared with clinical and non-clinical staff across the whole Trust</p>	<p>Mohammed Ramzan                      Alison Walker</p>	<p>Quarterly</p>	<p>MR to meet up with AW to progress this action for Next Quarter reporting. Update: 28/01/2022 MR and Alison to meet to discuss resource: "Myths about your skin health" which provides images and information for health care professionals about clinical presentations, the website also provides alerts and information about other conditions and provides health advice. MR and AW to explore with ONE network on how this can be taken forward.</p>	
3.3	<p>Create an engagement strategy to increase the diversity of people consulted as part of implementing EDS2/3 internally as well as externally.</p>	<p>Strategy implemented and monitored for effectiveness</p>	<p>Increase support and actions for BME staff</p>	<p>Mohammed Ramzan</p>	<p>Feb-22</p>	<p>MR - update to be provided for next Quarter (Feb/March) Update 28/1/2022 - 1) 6 point NHS action plan, 2) induction and onboarding training has been updated in respect E&amp;D 3) development and review of the EIA</p>	
3.4	<p>Understanding the issues surrounding reported episode of violence and aggression against BME colleagues by members of the public.</p>	<p>regular monitoring of ER 54's . Actions taken by each hub to ensure consistency and cases publicised as appropriate</p>	<p>Analysis of data and actions taken reported</p>	<p>Matt Brown</p>	<p>Quarterly</p>	<p>Matt Browns's team collect this information Update: 28/01/2022 MR to discuss with MB on best way to present figures and analysis. At the moment we are receiving just raw figures.</p>	

Item 10 WRES Action Plan 2021-2022 April 22 v3 - Objective 4

4	<p><b>To achieve our aim: To continue to enhance quality and diversity in the governance of the Trust, with emphasis on patient experience and safety and clinical effectiveness we will prioritise the following objectives</b></p>	<p><b>To deliver our objectives we will:</b></p>	<p><b>Outcome and measurement</b></p>	<p><b>Responsible Lead</b></p>	<p><b>Date for Completion</b></p>	<p><b>Progress</b></p>	<p><b>RAG</b></p>
4.1	<p>To encourage applications to serve as a Director of the Trust either as an Executive or a Non-Executive when positions become vacant .</p>	<p>To use external support as necessary to encourage diverse applicants and promote roles through community activities and ensure all appointments are screened for a solid understanding of D&amp;I issues.</p>	<p>Higher levels of appointments and applicants when roles become vacant</p>	<p>Chair</p>	<p>Sep-22</p>	<p>External recruitment agency utilised to source a wide diverse range of applicants for Director / NED positions. Recruitment imagery reflective of communities we serve. Welcoming under represented groups statement in recruitment adverts.</p>	
4.2	<p>Set targets for recruitment of Bands 7 and above once census data has been released</p>	<p>Ensure targets reflect census data taking into consideration any legitimate criteria for example attrition rates</p>	<p>Higher levels of appointments at senior levels in line with the NHS England people plan</p>	<p>CEO</p>	<p>Feb-22</p>	<p>Census data is not anticipated to be available until late spring 2022</p>	