

WRES Race Action Plan

Trust: North Tees and Hartlepool NHS Foundation Trust
Year: 2022/2023

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Plan endorsed by: Equality and Diversity Steering Group

Sources of information underpinning the Plan: Staff Survey data, Electronic Staff records data, Trac Recruitment System, Ethnic Minority Staff Network

Please specify which actions are different to current practice, and which are continuation

Please specify KPIs and timelines for monitoring the actions

How will actions be made sustainable

Actions around WRES Indicator 1: Recruitment and Promotion
 Improve monitoring data for recruitment and selection and career progression for BAME applicants (New).

Quarterly reporting of recruitment data at the Trust's People Group, 1st report due January 2023.

Reporting to continue on a quarterly basis.

Undertake a review and refresh of the Trust's Recruitment training to raise awareness of EDI and unconscious bias (New).

New Recruitment Training package to be rolled out during Q4, 2022/23. All interview panels must have at least 1 trained representative.

All existing recruiting managers will be required to complete the new training, as well as new managers. Uptake to be monitored at the People Group.

Implement a reciprocal mentoring scheme with an aim of increasing representation for BAME staff across all levels of the organisation (New).

Reciprocal mentoring scheme to be developed during Q4, 2022/23.

Participants to provide feedback on the scheme to ensure continuous development and ensure meets the needs of staff.

Participate in the Scope for Growth programme delivered by NHS England, to ensure ongoing reflection,

Pilot to commence October 2022.

Participants to provide feedback on the

conversation, and development. Scope for Growth is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential (New).

Additional timescales to be defined as part of the project plan.

programme (both staff and managers). Review of development plans. Monitoring career development as a result of Scope for Growth.

Actions around WRES Indicator 2: Appointments

Improve monitoring data for recruitment and selection and career progression for BAME applicants (New).

Quarterly reporting of recruitment data at the Trust's People Group, 1st report due January 2023.

Reporting to continue on a quarterly basis.

Undertake a review and refresh of the Trust's Recruitment training to raise awareness of EDI and unconscious bias (New).

New Recruitment Training package to be rolled out during Q4, 2022/23. All interview panels must have at least 1 trained representative.

All existing recruiting managers will be required to complete the new training, as well as new managers. Uptake to be monitored at the People Group.

<p>Actions around WRES Indicator 3: Disciplinary</p>	<p>Implement a case review process for ER cases to allow for the continuous sharing of lessons learned and continuous improvement of our people practices processes (New).</p>	<p>To commence July 2022.</p>	<p>Continuous improvement to identify lessons learned.</p>
<p>Continued involvement of the Lead Investigator for independent oversight of all ER cases. Monitoring of ER cases to include data related to protected characteristics (Continued).</p>	<p>Lead Investigator appointed August 2021. Monitoring of protected characteristics for ER cases to be enhanced, with presentation to the Trust's People Group. 1st report due January 2023.</p>	<p>Reporting to continue on a quarterly basis.</p>	
<p>Continued delivery of People Practices training, which includes a focus on unconscious bias and Just Culture (Continued).</p>	<p>New disciplinary policy ratified 2021, with a focus on Just Culture. Training taking place to equip managers with the skills required to undertake ER cases.</p>	<p>All investigating managers to complete the people practices training before undertaking ER cases. Uptake to be monitored at the People Group.</p>	
<p>Continue to embed the Cultural Ambassadors Programme and ensure a CA is identified for all formal cases involving BAME staff (Continued).</p>	<p>Disciplinary Policy to be updated November 2022, to include reference to Cultural Ambassadors.</p>	<p>Feedback from the Cultural Ambassadors to ensure continuous improvement of the scheme. CAs are also invited to attend action learning sets at the RCN to ensure continuous development of the CA role.</p>	
	<p>Guidance Document to be developed for Cultural Ambassadors November 2022.</p>		

**Actions around
WRES Indicator 4:
Education**

Participate in the Scope for Growth programme delivered by NHS England, to ensure ongoing reflection, conversation, and development. Scope for Growth is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential (New).

Pilot to commence October 2022. Additional timescales to be defined as part of the project plan.

Participants to provide feedback on the programme (both staff and managers). Review of development plans. Monitoring career development as a result of Scope for Growth.

Implement a reciprocal mentoring scheme with an aim of increasing representation for BAME staff across all levels of the organisation (New).

Reciprocal mentoring scheme to be developed during Q4, 2022/23.

Participants to provide feedback on the scheme to ensure continuous development and ensure meets the needs of staff.

Continue to share opportunities for external training via NEYLA (Continued).

Invite NEYLA on an annual basis in January of each year (or more frequent where required).

Continue to promote and raise awareness of non-mandatory training opportunities and vacancies within the Trust and share with the Ethnic Minority Staff Network (Continued).

Ongoing requirement.

**Actions around
WRES Indicator 5:
Bullying
Harassment from
Public**

Implement a Violence Prevention and Reduction (VPR) Strategy (New).

To be implemented December 2022.

Embedding of strategy across the Trust via awareness campaigns.

Review of data relating to violent incidents across the organisation via Yellowfin. This will allow for hotspot areas to be identified where additional targeted support can be delivered to staff, but also identification of any anomalies, for example a sudden increase in incidents. (New).

Review of information to commence June 2022. Data to be reviewed by the KPS Group on a monthly basis.

Continued meeting of the group on a monthly basis, with annual monitoring to Executive Team against the VPR self assessment.

Enhance Yellowfin data to include as many protected characteristics as possible, to allow for more targeted consideration and identification of incidents linked to protected characteristics (i.e. ethnicity, sexual orientation, etc.) (New).

Ongoing requirement.

Reporting to continue on a monthly basis, with additional reporting metrics to become business as usual.

Actions around WRES Indicator 6: Bullying Harassment from Staff	Implement stand-alone policy for staff - Dignity and Respect (New).	New policy to be implemented 2022.	Training for managers on the new policy to ensure key learning is embedded.
	Implement Difficult Conversations and Difficult Situations Training for managers. (New).	North East Commissioning Service to deliver training in October 2022 to key individuals, using a Train the Trainer approach. Wider roll out across the Trust to commence January 2023.	Adopting a train the trainer approach will allow for continued delivery in house.
	Roll out of Speak Up, Listen Up training as part of the Freedom to Speak up service (New).	Training to be in place August 2022.	Continued delivery of training.
	Continue to promote awareness of the FTSU Guardian and Champions (Continued).	FTSU Policy to be amended 2023 in line with national guidance. FTSU Awareness month October 2022.	Continuous requirement for promotion. FTSU Guardian attends induction for new employees.
	Continue to deliver Civility Training across the organisation (Continued).	Ongoing requirement to deliver training - courses are promoted via the monthly Education bulletin.	Continued delivery of training.
	Deliver unconscious bias training across the organisation (Continued).		Continued delivery of training.
	Continue to raise awareness of bullying and harassment, including sources of support for staff (Continued).	Awareness campaign as part of Bullying and Harassment week - w/c 14 November 2022. Ongoing promotion throughout the year.	Continuous requirement for promotion.
	Continued delivery of the Trust's in-house Mediation Service to resolve workplace issues between staff, colleagues and managers (Continued).	Ongoing requirement.	Mediation service promoted across the organisation and also included within the Dignity and Respect Policy.

<p>Actions around WRES Indicator 7: Equal opportunities</p>	<p>Improve monitoring data for recruitment and selection and career progression for BAME applicants (New).</p>	<p>Quarterly reporting of recruitment data at the Trust's People Group, 1st report due January 2023.</p>	<p>Reporting to continue on a quarterly basis.</p>
	<p>Undertake a review and refresh of the Trust's Recruitment training to raise awareness of EDI and unconscious bias (New).</p>	<p>New Recruitment Training package to be rolled out during Q4, 2022/23. All interview panels must have at least 1 trained representative.</p>	<p>All existing recruiting managers will be required to complete the new training, as well as new managers. Uptake to be monitored at the People Group.</p>
	<p>Implement a reciprocal mentoring scheme with an aim of increasing representation for BAME staff across all levels of the organisation (New).</p>	<p>Reciprocal mentoring scheme to be developed during Q4, 2022/23.</p>	<p>Participants to provide feedback on the scheme to ensure continuous development and ensure meets the needs of staff.</p>
	<p>Participate in the Scope for Growth programme delivered by NHS England, to ensure ongoing reflection, conversation, and development. Scope for Growth is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential (New).</p>	<p>Pilot to commence October 2022. Additional timescales to be defined as part of the project plan.</p>	<p>Participants to provide feedback on the programme (both staff and managers). Review of development plans. Monitoring career development as a result of Scope for Growth.</p>
	<p>To explore perceived barriers to career progression via the Ethnic Minority Staff Network and develop additional actions to address these (Continuing).</p>	<p>Monthly meetings of the Ethnic Minority Staff Network.</p>	<p>Continuous feedback from the networks and sharing of staff experiences.</p>

**Actions around
WRES Indicator 8:
Discrimination from
a Leader**

Work with the Ethnic minority staff network to develop and create a 'safe space' where issues of discrimination can be discussed, with associated sources of support available (New).

Implement Difficult Conversations and Difficult Situations Training for managers (New).

Roll out of Speak Up, Listen Up training as part of the Freedom to Speak up service (New).

To explore experiences of discrimination via the Ethnic Minority Staff Network and develop additional actions to address these (Continuing).

Promote staff stories across the organisation, including the positive experiences of our ethnic minority staff. (Continuing).

**Actions around
WRES Indicator 9:
Board
Representation**

Implement a reciprocal mentoring scheme with an aim of increasing representation for BAME staff across all levels of the organisation (New).

Participate in the Scope for Growth programme delivered by NHS England, to ensure ongoing reflection, conversation, and development. Scope for Growth is designed to provide a framework for high-quality career conversations that help draw out an individual's aspirations as well as their potential (New).

To commence December 2022 - led by Staff Network Chair.

North East Commissioning Service to deliver training in October 2022 to key individuals, using a Train the Trainer approach. Wider roll out across the Trust to commence January 2023.

Training to be in place August 2022.

Monthly meetings of the Ethnic Minority Staff Network.

Include in EDI Annual Report and also throughout the year where appropriate.

Reciprocal mentoring scheme to be developed during Q4, 2022/23.

Pilot to commence October 2022. Additional timescales to be defined as part of the project plan.

Feedback from the SN Lead with support to individuals where appropriate.

Adopting a train the trainer approach will allow for continued delivery in house.

Continuous availability of training.

Continuous feedback from the networks and sharing of staff experiences.

Continuous requirement for promotion of staff stories and embedding allyship.

Participants to provide feedback on the scheme to ensure continuous development and ensure meets the needs of staff.

Participants to provide feedback on the programme (both staff and managers). Review of development plans. Monitoring career development as a result of Scope for Growth.