

WRES Action Plan Update

Actions as at 11/11/2019

Indicator Results 2019	Action	By how and when	Expected outcomes	Update
	Indicators 1, 2, 7&8 Equal opportunities in recruitment, selection career development			
	<p>From 1 April the recruitment team will monitor and report on the following:</p> <ul style="list-style-type: none"> Enforcement of the policy that at least one member of all interview panels must come from outside of the team in which the post is based As part of values-based recruitment, at least one member of all selection panels must have completed the Trust-approved recruitment and selection training All internal secondments and acting-up opportunities must be openly advertised and recruited through TRAC As part of the overall recruitment and retention strategy, from June 2019 all advertising and job promotional material will be designed to attract a broader range of staff into bands and staff groups where they are underrepresented. 	<p>Head of Recruitment and Resourcing</p> <p>On-going</p>	<ul style="list-style-type: none"> More staff from all backgrounds, but particularly BME and disabled staff report greater positive belief in the fairness of the Trust's equal opportunities practice in the recruitment, selection and career progression of staff in the 2019 national staff survey. Increase in the proportion of BME staff recruited to band 8 and above posts. Increase in the proportion of BME candidates being appointed from interview Increase in the proportion of White staff in band 3 and 5 HCA and nursing roles. 	<ul style="list-style-type: none"> Equalities Champions programme launched 1 September as part of N London NHS alliance work. In BEH Equality Champions to be on all band 7+ panels. Of 36 panels (1 Sept. -11 Oct.), reps on 10 of them. First 5 new Equalities Champions trained 18 Oct.
	<p>In partnership with the BTN offer an 'official' Trust positive action programme, with West London Mental Health Trust (WLMHT).</p> <ul style="list-style-type: none"> From April offer a Trust based 3 day BME leadership programme jointly commissioned with WLMHT as an add-on module for BME staff participating in core management and leadership development programmes. Secure ELT approval for a proposed two part (reverse and forward) mentoring programme being developed by the BTN 	<p>Deputy Director Workforce & OD, Head of Learning and Development and BTN steering group</p> <p>First cohort to be recruited in April 2019</p> <p>Proposed mentoring programme to be submitted to ELT in May 2019</p>	<ul style="list-style-type: none"> At least 15 band 5, 6 and 7 BME staff participate in the first programme. Of those who participate all should show an increase in their promotion seeking activities as measured at 3 and 6 months 	<ul style="list-style-type: none"> Inclusion and diversity Committee agreed to offer inclusive interview and career development training to all staff rather than a specific BME programme and encourage BME staff to participate. Inclusive Mentoring programme cohort 1 launched June 2019. Nine mentoring relationships. Cohort 2 launched September 2019. Two joint rounds of mentor training held in partnership with Camden & Islington.

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	<ul style="list-style-type: none"> From June 2019 offer a programme of expert classes for staff from underrepresented groups looking to apply for band 8+ roles 			
	Re-launch the BTN listening lunch programme as a monthly event from February 2019 as a way to highlight diverse pathways into senior positions	BTN steering Group and Head of Equalities On-going	<ul style="list-style-type: none"> Full programme of events throughout 2019-20 with attendance averaging 25 per session 	<ul style="list-style-type: none"> Chairman Mark Lam – May Jinger Kandola – October (postponed to Dec due to urgent meeting)
	BTN and Workforce to host at least two career development/learning at work days in 2019-20 (W/B 13 May and W/B 21 Oct)	Head of Learning and Development and Head of Equalities with BTN steering Group On-going	<ul style="list-style-type: none"> At least 25 staff get the opportunity to develop elements of their promotion seeking skills 	<ul style="list-style-type: none"> Postponed due to capacity constraints within BTN
WRES Indicator 3 Reduce the gap between BME and White staff entering formal ER process				
	With the support of the BRAP consultancy offer all managers in Enfield ½ day sessions on the enhanced reflective review model	Head of Business Partnering and Head of Equalities dates set for March-April 2019	<ul style="list-style-type: none"> At least 60% of eligible managers attend a session Over following six months overall number of new ER cases falls and disproportionality falls too 	<ul style="list-style-type: none"> Training delivered to three cohorts of Enfield managers
	As part of the support package develop a version of the decision-tree appropriate for mental health and include its use in the training for managers	Deputy Director of Workforce &OD and Head of Business Partnering March 2019		WRES 3 indicator improved year on year. 3.38 in 2019 from 5.10 in 2018.
WRES indicators 5&6 Reduce the gap between BME and White staff experiencing B&H and violence from all sources.				
	<p>Promote Living Our Values with greater emphasis on staff behaviours towards each other</p> <ul style="list-style-type: none"> Raise the profile in induction from January 2019 Embed into 2019-20 appraisals training Fully align the 2019 celebrating excellence awards with the Trust values 	Workforce heads of service with clinical directors January– June 2019	<ul style="list-style-type: none"> Reduction in staff experiencing B&H as recorded in the Pulse Check surveys Evaluation of appraisals training shows more staff understand how to live and evaluated our values in their daily work Paper to ELT accepts revised categories and criteria for the 2019 awards, which are announced earlier and encourage staff to actively demonstrate how they live our values 	<ul style="list-style-type: none"> Values are a key part of the Chief Executive's induction presentation As the appraisal include performance in relation to the values they are also part of the training All the awards include performance in relation t the values and there is a specific 'living our values award' in the 2019 celebrating excellence awards
	Create and deliver an on-going communications and poster campaign to remind service users and carers that we do not tolerate abuse or violence of staff	Head of Equalities and Communications team June 2018 – June 2019	<ul style="list-style-type: none"> Posters distributed and publicised in Take 2 July 2018 Refresh in summer 2019 with articles in Trust Matters Magazine and 	<ul style="list-style-type: none"> Posters promoted through Take 2 and as part of Respect week

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			new posters	
	Develop and implement a formal process and basic support package for all staff who have been victims of violence or abuse at work. This to include appropriate physical and mental health support	Director of Nursing and frontline managers supported by Head of Non-clinical risk and business partnering team by Qtr. 2 2019	<ul style="list-style-type: none"> • Of the relevant cases notified on incident recording database, 95% of the staff involved are offered the support package • At least 90% of staff who have been victims of violence or abuse which goes forward to a prosecution are supported • Staff perceptions improve in 2018 staff survey • More staff feel supported as measured in the 2018 national staff survey • Positive feedback on usefulness of EAP from those who used it for support. 	<ul style="list-style-type: none"> • Launch of 'Here for you - Supporting staff following critical incidents' facility during respect week • Respect week (anti-bullying and harassment week) to focus on micro-aggressions and passive aggressive behaviours and creating the basic environment in which bullying and harassing behaviour grow and how this is not compatible with the trust's values.
	<p>Learning and Development have run a series of anti-bullying and harassment courses in December 2018 and January 2019. The programme will be extended into March and April 2019.</p> <p>Develop and deliver a comprehensive anti-bullying, harassment and discrimination 'expert class' programme for senior staff, highlighting the links between the two and the workplace environment factors which contribute to B&H and discriminatory behaviours.</p>	Heads of Learning and Development and Equalities March 2019 – April 2020	<ul style="list-style-type: none"> • Anti-bullying elements run from December through January are well attended with positive feedback • Wider package developed by April and rolled out through 2019-20 • Positive evaluations of the courses from participants over the medium to longer term with measurable improvements in their ability/confidence in addressing B&H behaviours and environmental risks. 	<ul style="list-style-type: none"> • Courses on 18 October, 12 November and 2 December