

**KEY (Change status)**

- 1 Recommendation agreed but not yet actioned
- 2 Action in progress
- 3 Recommendation fully implemented
- 4 Recommendation never actioned (please state reasons)
- 5 Other (please provide supporting information)

Item 5.3b

<b>Project title</b>	<b>BAME / Staff Survey / WRES Action Plan</b>
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<b>Action plan lead</b>	<b>Name: Rachael McDonald</b>	<b>Title: HR Business Partner</b>	<b>Contact: 1212</b>
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Objective	Action by date	Person responsible	Actions Required	Action Update Issues/concerns to be addressed	Change stage (see Key)
<b><i>Training, Promotion and Opportunities</i></b>					
Set up quarterly BAME Staff Engagement Group	April 2017	Rachael McDonald	<ul style="list-style-type: none"> <li>Organise quarterly groups starting in May 2017</li> <li>Develop Communication Strategy</li> <li>Invite Liz Pritchard to support</li> <li>Agree Agenda (topics and feedback)</li> </ul>	<p>Quarterly meetings for 17-18 have been scheduled and communicated.</p> <p>Group promoted globally and via Team Brief. / Poster Developed. Individual email invites sent.</p> <p>Agreed change to definition to BAME (Official definition) to help improve further engagement and is more reflective of the staff group.</p>	3
Appoint BAME Advocate (Communication Role)	May 2017	Rachael McDonald	<ul style="list-style-type: none"> <li>Develop role specification</li> <li>Discuss role at BME</li> </ul>	4 x champions appointed.	2

			<p>Engagement Group</p> <ul style="list-style-type: none"> <li>Ask for expressions of interest / appoint</li> </ul>	Engagement work required to help promote and embed these roles within the organisation.	
Work collaboratively with The Walton Centre to implement the RCN Cultural Ambassador Programme	Feb 2018	<p>Rachael McDonald / Jane Mullins (WC)</p> <p>Ian Fletcher (RCN)</p>	<ul style="list-style-type: none"> <li>Understand programme and requirements on the workforce</li> <li>Identify CA to undertake the Training</li> <li>Develop a project plan with JM and IF</li> <li>Implement the programme</li> </ul>	<p>Letters sent to eligible staff informing them of the training opportunity. Poster developed to support/advertise the programme.</p> <p>CA appointed and trained – update provided at the E&amp;I Steering Group. Meeting with Ian Fletcher to be organised to discuss how role can be used/embedded.</p>	2
<p>Targeted approach to leadership training across the Trusts BAME workforce.</p> <p>Ensure ER training is built into Programme (<b><i>Bullying &amp; Harassment, Grievance, Performance, Attendance Management</i></b>)</p>	On-going	Rachael McDonald Liz Pritchard	<ul style="list-style-type: none"> <li>LP to develop refreshed approach to Leadership Programme.</li> <li>Build in mechanism to identify / target BAME workforce for training</li> <li>Agree targeted approach to ensure development opportunities are being circulated in all areas</li> <li>Agree approach with Execs to support launch</li> <li>Provide a development update and timescales at the engagement group in May</li> </ul>	<p>The Programme has been launched and dates for master classes are in place</p> <p>To be discussed and promoted at the next BAME Engagement Group.</p>	3
<p>Promote NHS Leadership Academy opportunities (BAME specific) – Link to talent management &amp; appraisals.</p> <p>Promote other external opportunities</p>	On-going	Liz Pritchard	<ul style="list-style-type: none"> <li>Identify training opportunities relevant for BAME groups</li> <li>Link opportunities to succession / talent management</li> <li>Agree appropriate</li> </ul>	<p>Action on-going – opportunities will be promote via BAME champions and through targeted communications.</p> <p>Further work required to build</p>	3

			<p>communication strategy to maximise opportunities</p> <ul style="list-style-type: none"> <li>• Develop case studies</li> </ul>	opportunities into succession / talent management	
Provide/Offer Interview Skills Training (All staff)	On-going	Rachael McDonald / Liz Pritchard	<ul style="list-style-type: none"> <li>• Develop bespoke training package</li> <li>• Discuss / launch at the BAME Engagement Event</li> <li>• Identify representation from the E&amp;I SG to support mock interviews</li> <li>• Launch training</li> <li>• Evaluate Training</li> </ul>	<p>Package developed and discussed approach at the BAME listening event.</p> <p>Pilot scheduled for 4<sup>th</sup> July – with BAME staff for feedback and comments before roll-out to all staff groups.</p> <p>Training schedule for all staff to be launched.</p>	2
Consideration of BAME representative on interview panels (where applicable)	Being Scoped	Rachael McDonald	<ul style="list-style-type: none"> <li>• Research whether by doing this it would help improve accessibility</li> <li>• Evidence best practice</li> <li>• <i>Agree which panels / system and processes to support</i></li> </ul>	Will be considered on a individual basis and should be built into Values based recruitment. Explore how the Cultural Ambassador role could support.	2
Expand advertising to reach BAME groups			<ul style="list-style-type: none"> <li>• Social to target specific community groups</li> <li>• Build distribution list so that post can be circulated directly to community groups.</li> </ul>		3
<p>Development of Recruitment &amp; Selection Training to include:-</p> <ul style="list-style-type: none"> <li>• Values based recruitment</li> <li>• Supporting Managers to give feedback</li> <li>• Unconscious Bias</li> </ul>	June 2017	Leanne Williams / Rachael McDonald	<ul style="list-style-type: none"> <li>• Established values based approach through staff consultation</li> <li>• Develop a fit for purpose training offering</li> <li>• Development of a Recruitment Toolkit</li> <li>• Incorporate unconscious bias training package (internal/external)</li> <li>• Agree communication / launch of training</li> <li>• Deliver Training</li> </ul>	VBR engagement sessions are being rolled <b>out (first session scheduled for June 18)</b>	2

**Reduce Bullying, Harassment & Victimisation (Dignity at Work) – target all staff groups / linked to staff survey**

Incorporate awareness into Corporate Induction	June 2017	Rachael McDonald / Education	<ul style="list-style-type: none"> <li>Review Corporate Induction to ensure new starters are aware of Trust Policy and Procedures</li> <li>Link to Values &amp; Behaviours</li> </ul>	Initial review undertaken – session aligns to Junior Doctors session. Could be improved further to align with VB recruitment	3
Organise a BAME specific Big Conversation	July 2017	Liz Pritchard / Rachael McDonald	<ul style="list-style-type: none"> <li>Organise and promote session</li> <li>Ensure feedback is aligned with the general sessions</li> <li>Feedback actions/outcomes to be included in the Trust wide feedback</li> </ul>	Session arranged following feedback from the BAME listening event that they would prefer to attend a protected session	3
Refresh of the Dignity at Work Policy <b>(Now Bullying &amp; Harassment Policy)</b>	Nov 2017	Janet Doran / Rachael McDonald	<ul style="list-style-type: none"> <li>Seek view from the BIG conversations</li> <li>Review Policy</li> <li>Launch Policy</li> <li>Provide Awareness sessions</li> <li>Develop a Podcast</li> </ul>	Policy implemented  Awareness session delivered / further targeted approach to sessions scheduled to align with staff survey results	3
Launch of FTSU Policy / Appointment of Guardians	May 2017	Liz Pritchard	<ul style="list-style-type: none"> <li>Discuss Guardian role at the BAME</li> <li>Seek a Champion to attend BAME engagement</li> <li>Include update at Team Brief</li> </ul>	FTSU Champion to be invited to next listening event held in December 2017	3
Investigating Officer Training  (Weightmans Solicitors)	Jan 2017	Janet Doran	<ul style="list-style-type: none"> <li>Scope out training</li> <li>Organise IO training for Manager</li> <li>Deliver training</li> <li>Evaluate training</li> </ul>	Action Complete – Session delivered	3