

WDES ACTION PLAN 2020/2021

At BSMHFT we recognise there is no easy or quick fix to some of the long standing issues in regards to inequalities. This action plan will be managed alongside our people strategy over the period of five years to create a better culture for our staff, service users and carers, free from discrimination.

Indicator	Action(s)	Lead	Date	Status	Progress	Anticipated Outcome	Completed
1. Percentage of staff in AfC paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce. The data for this Metric should be a snapshot as at 31 March 2020	1a. Data collection campaign to improve disclosure rate for staff	Senior Equality Diversity and Inclusion Lead	Jan-20	In Progress	<ul style="list-style-type: none"> A data campaign was launched in January 2020, this included an agreed communications plan to reduce the number of unknowns present. Due to covid-19 this was stalled. It is recognised that this is an important piece of work which has been re-instated; the highlighted action in 1d will support this work further. Each directorate has been provided with their WRES/WDES data for the year 2020. This will be achieved through a targeted approach. All directorates will be provided with a set of considerations. To date the following presentations have taken place: <ul style="list-style-type: none"> ICCR - 6th October 2020, Specialities - 6th October 2020 and Secure Care and Offender Health - 15th October 2020 Presentations for remaining directorates have been scheduled for the coming weeks. It is anticipated the improvement of data will help in understanding further if our workforce reflects the communities we serve, allowing further intervention where required. 	Improved data collection. Reduce all not stated fields in regards to protected characteristics.	
	1b. People Strategy to explicitly embed inclusion.	Head of Human Resources	Sep-20	In Progress	<ul style="list-style-type: none"> Inclusiveness has been affirmed as an organisational value, this has a focus on improving the experience of our Disabled staff in terms of their wellbeing, safety, work environment and experience. Over the last few months and in the development of the new People Strategy we have sought feedback and ideas from staff on actions we should be taking to tackle inequalities. Staff have told us that we need to take action on Psychological Safety at work, Senior Allyship, Involvement and Leadership, Mentoring and Training, Recruitment, Representation and Career Progression for BAME/Disabled staff, Updating Disciplinary processes ((Discrimination: Differential Treatment, Fairness and Harassment), Accountability, Language Choices and Resource Investment. These key areas are firmly embedded within the People Strategy and the associated Implementation Plan. Separately the Trust Team Culture Deep Dives which are due to commence this month (October) also will have a specific focus on understanding issues relating to discrimination, bullying and harassment and staff wellbeing and facilitating solutions to strengthen team working and build a culture of inclusion, compassion and psychological safety at team level. The People Strategy is due to go to Board in November 2020 for approval and will have an implementation plan which clearly sets out deliverables to be achieved and the timescales. The Trust has recently set up a People Committee which is a sub committee of the Board, the People Committee will oversee the delivery of the People Strategy through two sub specific sub groups that have been set up. One is around Shaping our Future Workforce and the second is around Transforming our Culture and Staff Experience. 	<p>Through the People Strategy we are embarking on a journey over the next 5 years towards creating the "best place to work" for our staff and to ensure we have a workforce with the right values, skills, diversity and experience to meet the evolving needs of our patients.</p> <p>We want people to feel involved and recognised. For them to have options for personal development and the opportunity to be innovative and creative in a workplace that is psychologically safe and inclusive. That means our staff are supported to be the best version of themselves irrespective of their background and identities and they bring their best skills and ideas into the workplace day in day out.</p>	
	1c. Improve data collection for all protected characteristics	Workforce Business Partner for Strategy and Projects	Oct-20	In Progress	<p>There are a number of pieces of work planned for the 2020/21 financial year relating to improving our use of workforce systems including moving to a single post establishment in ESR; part of this project will involve a review of personal data and protected characteristics data in ESR to ensure accurate reporting – this will assist with our WRES and WDES reporting but also how informed we are about the impact of actions taken to improve the experience of our BAME and disabled staff.</p>	This will support the above action	
	2a. Review and strengthen the unconscious bias training delivered through the recruitment and selection training	Workforce Business Partner Resourcing	Jan-20	Completed	<ul style="list-style-type: none"> R&S training has been updated to include unconscious bias training and WDES information. HB has also delivered bespoke unconscious bias (UB) training in secure care which was well received. Since April 2019, we have trained over 130 managers on Recruitment and Selection training. This is over 15 sessions. The training covers all aspects of equality and bias, including specific references to disability and what disability discrimination looks like. We have also ran some bespoke sessions around unconscious bias across 3 sites in the Trust. 	Recruiting managers to undertake unconscious bias training and also recognise where the bias may be conscious.	Apr-20
	2b. Recruitment and Selection Training to be reviewed by all Staff Network chairs	Workforce Business Partner Resourcing	Oct-20	In Progress	<ul style="list-style-type: none"> Recruitment to do a bespoke R&S training session at the Disability and Neurodivergence Staff Network meeting. Date TBC This will be incorporated into the review of our Trust Recruitment and onboarding processes to implement a values based approach in line with the timescales set out within the People Strategy Implementation Plan 	Increase co-production with the Disability and Neurodivergence Staff Network to strengthen recruitment practices.	

2. Relative likelihood of Disabled staff compared to non-disabled staff being appointed from shortlisting across all posts.	2c. Disability and Neurodivergence Staff Network members to be appropriately trained and to participate on recruitment panels. This to be extended to all staff networks and will form part of the inclusion advisors initiative.	Workforce Business Partner Resourcing/ Disability and Neurodivergence Staff Network Chair/ Senior Equality Diversity and Inclusion Lead	Dec-20	In Progress	<ul style="list-style-type: none"> Recruitment and Selection training was provided to all staff networks in order to support recruitment processes particularly but not exclusively for senior posts, this was completed in Dec 19. As part of inclusion advisors (IA) pilot, IAs will be contacted to sit on interview panels for vacancies band 7 and above for Corporate, Acute and Urgent Care teams. For services/teams not in the IA pilot, these teams will be expected and advised to consider the diversity of their panels and request a trained network member where the interview panel isn't diverse. Recruitment Team to provide the Equality Leads and Associate Director with a list of upcoming senior vacancies. Positive action has been taken to do things differently. To date members from the Disability Neurodivergence staff network have participated on the panels. 	Members of the Disability and Neurodivergence Staff Network to be considered as a critical friend, identifying any unjust behaviours or practices. It is important that the Disability and Neurodivergence Staff Network members are treated as a equal panel member and they feel able to challenge the decision of the panel where necessary.	
	2d. Having a diverse workforce representing our local population	Workforce Business Partner for Strategy and Projects	Oct-20	In Progress	<ul style="list-style-type: none"> Inclusion and diversity will feature as a central theme throughout the 2020/21 Workforce Transformation and Workforce Planning cycle in an effort to ensure our staffing is representative of the populations we serve and opportunities to improve the experience of our BAME and disabled staff are realised throughout the process. 	All panel members to be able to make an informed decision, as above.	
3. Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.	3a. HR to record data in a meaningful way which will capture any direct/indirect discriminatory processes which may appear within the management of the capability process. Monitor this data and identify any disparities.	Senior HR Business Partner	Mar-20	In Progress	<ul style="list-style-type: none"> Actions to be included as part of 2020/2021 work plan. 	Reduce inequalities for disabled staff in regards to the capability process	
	3b. Build on the work of the decision making panel in order to provide challenge and scrutiny on the appropriate formal investigation process	Head of Human Resources	Jan-20	In Progress	<ul style="list-style-type: none"> A robust review of our formal HR processes and the associated decision making machinery has commenced. This includes mapping our existing processes against the recommendations set out within Dido Harding's letter to NHS Trusts regarding making Disciplinary Processes fairer so as to strengthen our processes, ensure there is board oversight, address gaps in our approach and improve the experience of our staff. The review is also focussed on embedding the principles of a "Just and Learning Culture", to ensure there is shared learning and accountability when things go wrong. This is also a core element of our newly developed People Strategy. The findings from this review as well as actions to be taken will be taken to the Trust OMT Meeting (Q3) and implementation will commence in Q4. In addition to the above we have recently commenced a large programme of work to review our recruitment, induction and onboarding processes to ensure our values are embedded throughout the recruitment journey and staff entering the organisation are supported to integrate and remain in the organisation. Separately the Trust Team Culture Deep Dives which are due to commence this month also will have a specific focus on understanding issues relating to discrimination, bullying and harassment and staff wellbeing and facilitating solutions to strengthen team working and build a culture of inclusion, compassion and psychological safety at team level 	<ol style="list-style-type: none"> Improve the overall experience of our Disabled staff by creating a compassionate and psychologically safe culture and environment in which they operate Sustained reduction in the number of Disabled staff going through formal HR processes 	
	3c. Explore with staff networks the delivery for training for its members to support investigations	Senior HR Business Partner	Jan-20	In Progress	<ul style="list-style-type: none"> This is incorporated within the above programme of work 	As above cell	
	3d. Review the current Sickness Absence Policy and Reasonable Adjustment Passport	Head of Human Resources/ Disability and Neurodivergence Staff Network Chair	Jan-20	In Progress	<ul style="list-style-type: none"> Extensive communications have taken place to ensure the Sickness Absence Policy incorporates fairer practices for disabled staff. The Sickness absence policy is currently under review with this in mind and currently open for consultation 	Reduce inequalities for disabled staff in regards to sickness absence	
4. a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from: i. Patients/service users, their relatives or other members of the public ii. Managers iii. Other colleagues b) Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it. The data for this Metric should be a snapshot as at 31 March 2020	4a. Bullying and Harassment to be reduced within BSMHFT	Organisational Development Consultant	Sep-19	In Progress	<ul style="list-style-type: none"> Around 650 colleagues responded to the bullying and harassment survey in 2019, a detailed report was produced and an initial event took place on 1 October. At the event there was an exploration of the data and the reasons why we have such high levels of bullying compared to other similar Trusts. This action will be lighted within the People Strategy as outlined in section 1b. 	Reduce bullying and harassment across BSMHFT	
	4b. Extract actions from the staff survey action plan and align with WDES actions	Head of Human Resources	Oct-20	In Progress	<ul style="list-style-type: none"> It was agreed at the Senior Leadership Forum that we will implement Culture Deep Dives in response to the NHS Staff survey to support services with triangulating data and using Quality Improvement (QI) to develop a comprehensive support plan to enable culture change, create psychological safety and improve staff experience. Through OMT AD's and CD's have nominated 10 Teams. Deep Dives will commence in October 2020 with two teams initially with the view to roll this out trust wide from April 2021 onwards. 	Create a culture of inclusiveness, honesty, safety and openness within the ten teams identified	
	4c. Launch of Inclusion Advisors to promote awareness of the support available through the Trusts Mediators, Bullying and Harassment Advisors and Cultural Ambassadors	Senior Equality Diversity and Inclusion Lead	Jan-20	In Progress	<ul style="list-style-type: none"> Our Inclusion Advisors are piloting their work in Corporate and Acute and Urgent Care services. They will ensure that staff have clear, informed and sensitive advice and support when highlighting inequalities or concerns in the workplace. Their appointment comes after a review of the bullying and harassment advisors, cultural ambassadors and mediators. The decision was made at workforce committee to amalgamate all three initiatives, and recruit further to expand this initiative, with a pool of at least 40 individuals. 18 inclusion advisors have been appointed and trained. The pilot is currently being evaluated and a paper will be presented to the people committee in December 2020. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
	5a. Conduct a review into acting up positions to confirm they are concluded as planned and no longer than 6 months.	Workforce Business Partner Resourcing/Head of Human Resources	2019	In Progress	<ul style="list-style-type: none"> Initial analysis was completed for 2018-19 but the data needs to be refreshed to assess trends and develop actions to target areas of concern. The Recruitment Policy will also be reviewed (in line with the Policy review timescales) to ensure guidance is clearly set out for managers and to enable consistent decision making. 	Identify areas of concern and reduce inequalities	

5. Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.	5b. Continue to monitor selection processes for acting up and secondment positions to identify any potential adverse impact on Disabled Staff.	Workforce Business Partner Resourcing/Head of Human Resources	Oct-20	In Progress	<ul style="list-style-type: none"> At present this information isn't held centrally by HR. The process is due to be reviewed. An Equality impact analysis needs to be completed to review the process and inform an audit checklist prompting managers to state what steps have been taken to promote the opportunity widely. To be incorporated in policy review also Logistics of doing spot check audits to be agreed. 	Providing equal opportunities for career progression or promotion	
	5c. Undertake an equality impact assessment on all documents in relation to acting up and secondment arrangements	Workforce Business Partner Resourcing/Senior Equality Diversity and Inclusion Lead/ Disability and Neurodivergence Staff Network Chair	Oct-20	In Progress	As above	Providing equal opportunities for career progression or promotion	
6. Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.	6a. Create safe spaces for Disabled staff to share their lived experiences	Senior Equality Diversity and Inclusion Lead/Disability and Neurodivergence Staff Network Chair	Sep-20	In Progress	<ul style="list-style-type: none"> Promote awareness of support available through the Disability and Neurodivergence Staff Network and other various supportive mechanisms i.e. Trust's Inclusion Advisors, Freedom to speak up guardian. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
7. Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.	7a. Trainings sessions to be arranged for middle managers to look at their responsibility in relation to the Public Sector Equality Duty, in particular around WDES: what they should be doing about it and how they can set expectations for leadership. This will support the development of a more diverse workforce at all levels, ensuring that relevant equality and diversity policies are understood and followed as live documents.	Community Engagement and Inclusion Team	Oct-20	In Progress	<ul style="list-style-type: none"> Following the executive team series of Equality & Inclusion conversations, listen up live sessions with the CEO and feedback from other staff forums such as idea drop a thematic analysis was conducted which highlighted a need for further training. There is a clear commitment to invest in face to face training for all staff, promoting anti-racist and anti-discriminatory practices. While we develop our in house programme we are exploring the potential to commission an external provider in the interim. This has also been embedded into the People Strategy 	Anti-discrimination training to delivered to all staff	
	7b. Promote awareness of the behavioural profile to embed values and change behaviour.	Organisational Learning and Development Manager	Jan-20	In Progress	<ul style="list-style-type: none"> The revised values have been developed and signed off by the board in January 2020 in principle. The Behavioural framework has been developed using a vast amount of data and feedback both nationally and directly from the trust. The framework has been tested in workshops across the trust. Due to Covid the launch of both Values and BF are now delayed. Further feedback is being sort from professional groups and the staff networks. 	Promote values and the behavioural framework trust wide	
	7c. Carry out a series of focus groups with Disabled staff to understand perceived or real experience of discrimination.	Communications Team/ Staff Networks	2019	Completed	<ul style="list-style-type: none"> Intelligence has been picked up through: <ul style="list-style-type: none"> B&H work Inclusion conversations with the executives Experiences and stories have been shared at the staff networks which have led to actions picked up by the execs in attendance at meetings. The executive team took a step back from some of our regular Listen Up Conversations in September and October to help make room for a set of focused open conversations on equality and inclusion. The purpose of these sessions was to have open conversations about equality and inclusion in our Trust. People could go along to talk directly about their own experience, ask questions about what the trust has found and are doing, or offer ideas and thoughts. Between September and October 2019 executive directors led conversations on the theme of inclusion at sites across the trust. These included Shenley Fields, B1 Trust Headquarters, Tamarind, Reaside, Orsborn House, Oleaster, Dan Mooney, Mary Seacole, Maple Leaf drive, Juniper and Little Bromwich centre. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
8. In the last 12 months have you personally experienced discrimination at work from any of the following – management/team leader or other colleagues	8a. Disability and Neurodivergence staff network to be empowered to act as a safe supportive space for staff to raise issues. Network chair to meet regularly with board sponsor and Associate Director of Workforce and Organisational Capability to raise concerns and agree actions	Disability and Neurodivergence Staff Network Chair/ Board Sponsor/ Associate Director of Workforce and Organisational Capability	Mar-20	In Progress	<ul style="list-style-type: none"> AD regularly meets with the exec sponsor (CEO) and the Disability and Neurodivergence Staff Network Chair to highlight areas of concern and put in place actions where required. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
	8b. Disability and Neurodivergence staff network to work closely with trusts Health and Wellbeing lead to identify areas of good practice	Disability and Neurodivergence Staff Network Chair/Senior HR Business Partner	Sep-20	In Progress	<ul style="list-style-type: none"> An extensive amount of work in underway to support staff to have Dyslexia Assessments should they need them. This work has involved working closely with the HR team and Occupational Health to put in a place a clare process which will support staff going forward. 	Reduce inequalities	
	8c. Review current Reasonable Adjustment Passport	Disability and Neurodivergence Staff Network Chair/Senior HR Business Partner	Jan-20	In Progress	<ul style="list-style-type: none"> Review taking part in conjunction with the Sickness Absence Policy 	Reduce inequalities for disabled staff in regards to sickness absence/reasonable adjustments	
	8d. Explore Able Futures – Mental health support services for employers and staff	Senior Equality Diversity and Inclusion Lead/Disability and Neurodivergence Staff Network Chair		Not Started	<ul style="list-style-type: none"> Unfortunately due to covid-19 this had to be put on hold – work to re-commence 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	

Oct-20

9 a) The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.	9a a. Explore alternative ways to support and engage with Disabled Staff	Communications Team/ Disability and Neurodivergence Staff Network Chair	Oct-20	In Progress	<ul style="list-style-type: none"> Listen up live session to take place at the end of October to hear the voices of Disabled staff and understand what further engagement can take place to improve staff experience. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
	9a b. Meaningful risk assessments to be carried out in regards to COVID-19	Senior HR Business Partner, Staff Network Chairs and Unions	Mar-20	In Progress	<ul style="list-style-type: none"> Risk assessments to be co-produced with the support of all staff networks and Trade Unions. All parties worked closely to identify any risks and concerns and put in place measure to overcome any barriers or inequalities for those who may be disproportionately affected by the virus. 	Protect staff during the pandemic and put in place reasonable adjustments where required.	
9 b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard? (yes) or (no)	9b. a Disability and Neurodivergence Staff network to continue challenging and scrutinizing processes which highlight inequalities for disabled staff and raise concerns and issues through appropriate channels.	Disability and Neurodivergence Staff Network Chair	Jan-20	In Progress	<ul style="list-style-type: none"> The staff network has gone from strength to strength over the past 18 months and continues to hold the organisation to account. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
	9b. b Explore British Sign Language Charter	Disability and Neurodivergence Staff Network Chair	Jan-20	In Progress	<ul style="list-style-type: none"> Due to Covid-19 this was put on hold. This is due to recommence. 	Create a culture of inclusiveness, honesty and openness without fear of repercussions	
10. Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:	10a Diversify Board to include representation for disabled staff	Board Sponsor	Jan-20	In Progress	<ul style="list-style-type: none"> The recruitment advertisement for an executive director for strategy people and partnerships explicitly laid out our ambitions on equality and positive action was taken to ensure the advert was shared widely across diverse networks to attract applicants from a range of backgrounds. A similar approach was taken when recruiting our Non-Executive Directors (NED'S), which has enabled us to have a very diverse non-executive team. More recently we have recruited for our Chair, the recruitment for our new Chair explicitly outlined a required commitment to ensuring that the culture of BSMHFT is a 'just', inclusive and compassionate one in which everyone has equal opportunities to thrive, and feels confident in speaking out without fear. Applicants were required to demonstrate an unwavering commitment to diversity and inclusion and showcase how they would role model this at BSMHFT and across our system. The appointment has improved the representation of our Board. 	Increase representation at Board level	