



C&I WRES Action Plan 2020/21

WRES Indicator	Action	By who	Timeline	Impact	
All 1-9	Creation of a WRES Steering Group	<ul style="list-style-type: none"> WRES Lead to continue leading the WRES Group – that steers the WRES action plan 	WRES Lead (AJ)	2019 onwards	Ensure priorities and order of business.
		<ul style="list-style-type: none"> WRES Steering Group ToR to be established and agreed 	WRES Lead (AJ)	October 2020	Meaningful engagement with the NfC to link this plan with the Road map.
2, 7, 5, 6, 8 & 9	Developing and implement Cultural Collaborative Programme across the trust. Currently on pause due to Covid and we await an update from NHSI and UCLP in terms of next steps.	<ul style="list-style-type: none"> WRES Lead to continue to have one day protected time per week. 	WRES Lead (AJ)	2019 onwards	Ensure collaborative working with EDI Lead/ER Team re: WRES 3
		<ul style="list-style-type: none"> Promote available BAME Leadership Courses e.g. Stepping Up Programme and Leadership Programme 	WRES Lead (AJ)	2019 onwards	Having the WRES Expert as part of the People & Culture Board will be instrumental in engaging the wider BAME workforce with the programme Support meeting Model Employer targets Promote attraction of BAME talent and support retention of staff Improved staff survey outcome
		<ul style="list-style-type: none"> QI project. BAME succession planning. 	WRES Lead (AJ)	2019 onwards	WRES Lead to be part of NfC work stream on representation, to ensure the trajectory targets for C&I as “A model Employer”: Increasing BAME representation from bands 8a to VSM are met 2020 to 2021. Recruitment drive on BAME NEDs: Existing NEDs to mentor & sponsor BAME staff to support development into executive level roles. Support retention of BAME staff Improved staff survey outcome



		<ul style="list-style-type: none"> Provide and present quarterly report to relevant Trust Committee 	WRES Lead (AJ)	2019 onwards	Closely monitor and identify any barriers to achieving set targets and make relevant adjustments to action plan to mitigate risks of not meeting targets. .
Representation of BAME staff at higher bands		<ul style="list-style-type: none"> Further development of Band 6 and above interview panels to have a NfC Inclusion Champion 	Resourcing Manager (SC)/NfC Steering Group	2019 onwards	<p>This initiative should see more BAME staff successful in being appointed to leadership roles creating a pipeline and succession plan to Band 6 and above through the talent management programme, stretch assignments & NfC representation work stream.</p> <p>Support meeting Model Employer targets</p> <p>Promote attraction of BAME talent and support retention of staff</p> <p>Improved staff survey outcome</p>
		<ul style="list-style-type: none"> Staff Inclusion Network Chairs to attend weekly Exec. Meeting 	NfC/Disability+ Carers/Rainbow/ Women's Network Chairs	2019 onwards	Engage in meaningful dialogue with SLT, feedback on front line staff experiences, unified approach to tackle the commonalities associated with these networks and explore possible solutions. Link to front line staff forums (FSF) pioneered by the national WRES team.
		<ul style="list-style-type: none"> All Board Members to Reverse Mentor a member of the NfC Staff Network. Band 2 to Band 8 	L&OD & WRES Lead (AJ)	January 2021	<p>This will provide a formal structure that supports transcultural learning across the Trust. Focus on the trajectory targets for C&I as per "A model Employer": Increasing BAME representation from bands 8a to VSM are met 2020 to 2021.</p> <p>Promote attraction of BAME talent and support retention of staff</p> <p>Improved staff survey outcome</p>



2, 3, 7, 5, 6, 8 & 9	C&I BAME Leadership Programme	<ul style="list-style-type: none"> • Three-day programme • Coproduced with NfC 	OD Lead (MW)/NfC	January 2021	Ensuring a space to explore the barriers to success experienced by BAME colleagues. Improve skill set in management of diversity.
		<ul style="list-style-type: none"> • Externally facilitated conversations 	WL (BF)/ OD Lead (MW)/ EDI Lead (DH)/NfC	January 2021	Address systemic racism and build knowledge in advancing inclusion
		<ul style="list-style-type: none"> • Bi-weekly NfC BAME Covid Support Conversations 	NfC Steering Group/EDI Lead (DH), Wellbeing Lead (BF)/ OD Leads (IF, MW)	2019 onwards	<p>Improve meaningful engagement with BAME colleagues. Providing psychologically safe spaces to have “REAL talk”. Enable opportunity for front line staff to feedback on their experiences. Link to staff engagement and Rehab and Recovery NfC work streams.</p> <p>Promote attraction of BAME talent and support retention of staff</p> <p>Improved staff survey outcome</p>
	Reduce bullying and harassment of BME colleagues by people using services, carers or public	<ul style="list-style-type: none"> • Zero tolerance poster campaign • Zero tolerance webinar 	Deputy Director of Nursing (DC)/WRES Lead (AJ)/Comms Lead (AB)	2019 onwards	<p>Reduce rate of reported and unreported bullying and harassment</p> <p>Improved staff survey outcome</p>
	Reduce bullying and harassment of BAME colleagues by colleagues/managers	<ul style="list-style-type: none"> • Micro aggression poster campaign • Microaggression webinar • New post of BAME Wellbeing Lead 	<p>EDI Lead (DH)/L&OD(IF)/NfC</p> <p>Wellbeing Lead (BF)/Recruitment Manager (SC)</p>	<p>October 2020</p> <p>November 2020</p>	<p>A reduction in reported and unreported B&H</p> <p>Support the wellbeing of BAME workforce. Reduction of sickness absence</p> <p>Improved staff survey outcome</p>
	BAME Board voting members	<ul style="list-style-type: none"> • Hold executive advice workshops for Board members 	External Trainers e.g. Do You have “Advantage Blindness”	January 2021	Address the systemic advantages and disadvantages. Create higher levels of inclusion within the organisation



	<p>Continue to review all ER cases:</p> <ol style="list-style-type: none"> 1. To determine if an investigation is required 2. To determine if the case should proceed to hearing 	<ul style="list-style-type: none"> • Work closely with the ER team on each new case • Quarterly report and feedback through People & Culture Board • Revisit Fair and Just Culture work with Mersey Care • Joint working with FTSUG • Qi project group WRES 3 	WRES Lead (AJ)/ER Team (NS)	2019 onwards	<p>Reduce WRES 3 from 1.70 to 0.82% for non-severe cases (2020 to 2021). Link to NfC Protection of staff work stream.</p> <p>Improved staff survey outcome</p>
	<p>Review and refresh C&I external Equal Opportunities Statement re: workforce recruitment</p>	<ul style="list-style-type: none"> • Develop a coproduced improved positive inclusion statement 	EDI Lead (DH)/ Recruitment Manager (SC)	October 2020	<p>Encourage and attract diverse pool of candidates. Link to NfC representation work stream.</p> <p>Support meeting Model Employer targets</p> <p>Promote attraction of BAME talent and support retention of staff</p>
	<p>Review and refresh C&I internal Equal Opportunities Statement</p>	<ul style="list-style-type: none"> • Develop a coproduced improved positive inclusion statement 	EDI Lead (DH)/ Recruitment Manager (SC)	October 2020	<p>Encourage and attract diverse pool of internal candidates</p> <p>Support meeting Model Employer targets</p> <p>Promote attraction of BAME talent and support retention of staff</p>
2, 7, 5, 6, 8 & 9	<p>Network for Change Inclusion Road Map - coproduction</p>	<ul style="list-style-type: none"> • Programme to be supported by <i>seven projects</i> – each led by a member of the NfC Steering Group. Sponsored by a member of the C&I Board 	NfC Chairs (SC & NW), EDI Lead (DH), Wellbeing Lead (BF) and OD Lead (IF)	September 2020	<p>Ensure the profile of frontline staff is replicated across all tiers of leadership in C&I up to Board level</p>



	<p>Further develop Our Staff First Strategy</p>	<ul style="list-style-type: none"> • Stretch assignments to higher banded roles • Internal job shadowing to higher banded roles • Internal secondments to higher banded roles • ‘Acting up’ opportunity – if reserve candidate is BAME internal staff member 	<p>Recruitment Manager (SC), WRES Lead (AJ), NfC Steering Group</p>	<p>September 2020</p>	<p>Deliver diversity and promote equity</p> <p>Support meeting Model Employer targets</p> <p>Promote attraction of BAME talent and support retention of staff</p> <p>Improved staff survey outcome</p>
	<p>Target advertise to our local BAME communities</p>	<ul style="list-style-type: none"> • Engage with local Community Centres • Engage with local faith/belief centres 	<p>Recruitment Manager (SC), WRES Lead (AJ), EDI Lead (DH), SUIF (JL)</p>	<p>September 2020</p>	<p>Workforce is reflective of our local communities. Link to NfC representation work stream.</p> <p>Support meeting Model Employer targets</p> <p>Promote attraction of BAME talent</p>
	<p>Interview skills training/coaching</p>	<ul style="list-style-type: none"> • Working in partnership with NfC 	<p>L&OD Lead (MW)/ WRES Lead (AJ)/NfC Chair</p>	<p>October 2020</p>	<p>Increase capacity of Equality Champions to confidently challenge recruitment panels if needed.</p> <p>Support meeting Model Employer targets</p> <p>Promote attraction of BAME talent and support retention of staff</p>
	<p>Develop a C&I operational EDI dashboard</p>	<ul style="list-style-type: none"> • Enables departments divisions to examine how policies/process are working to identify areas where these seem to be impacting disproportionately on BAME staff 	<p>ICT Lead (KC)</p>	<p>September 2020</p>	<p>Minimise possible legal, financial and reputational damage</p>



	100% workforce diversity and equality disclosure	<ul style="list-style-type: none">• Mandatory EDI KPIs with quarterly targets for Divisional Directors	EDI Lead (DH)/Divisional Directors/ Workforce Intelligence Lead (CS)	November 2020 ongoing	Better understanding of our workforce; regarding the nine Protected Characteristics of the Equality Act (2010)
--	---	---	---	------------------------------	---